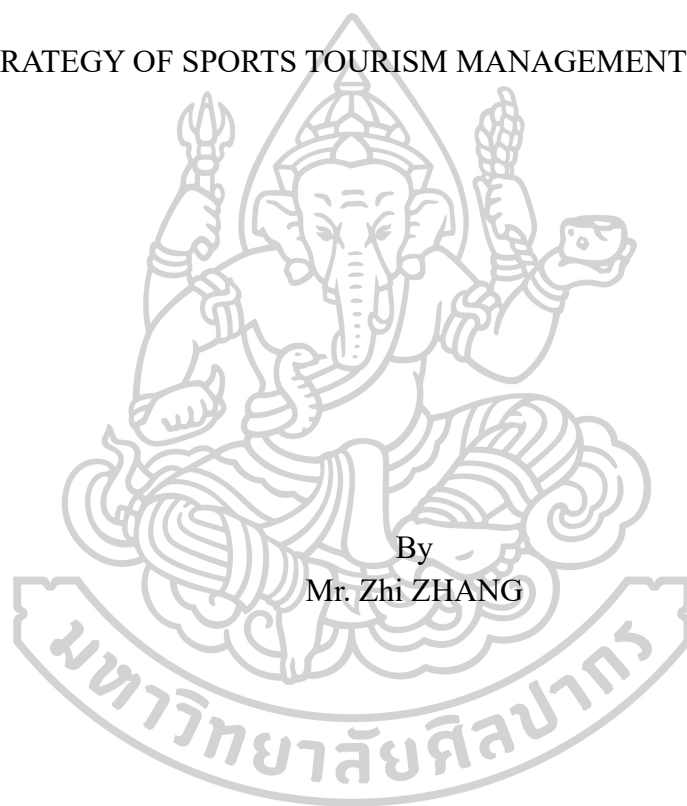




THE STRATEGY OF SPORTS TOURISM MANAGEMENT IN PUTIAN CITY



By
Mr. Zhi ZHANG

A Thesis Submitted in Partial Fulfillment of the Requirements
for Doctor of Philosophy RECREATION TOURISM AND SPORT MANAGEMENT
Department of Education Foundations
Silpakorn University
Academic Year 2025
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The Strategy of Sports Tourism Management in Putian City



วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต
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The purposes of this study are: (1) To study and analyze the current situation of sports tourism management in Putian City. (2) To develop the strategy of sports tourism management in Putian City. (3) To validate the feasibility of strategy of sports tourism management in Putian City. The research adopted research and development (R&D) research methods, and collected data through literature analysis, questionnaire survey and interview. The main research tools are questionnaire and interview form. The researchers first conducted a questionnaire survey on 400 tourists in Putian City to obtain quantitative data, and then conducted in-depth interviews with 15 key informants to collect qualitative data. Descriptive statistical analysis was used to process quantitative data, content analysis was used to process qualitative data, SWOT analysis was used to integrate the two types of data, TWOS matrix was used to put forward the strategy scheme, and 9 experts were organized to carry out the appreciation validation meeting to validate the strategy.

The results found that: (1) According to SWOT analysis, there are 10 strengths, 9 weaknesses, 7 opportunities and 8 threats of the sports tourism management in Putian City., which are mainly manifested in rich natural resources, profound cultural heritage and perfect infrastructure, but there is still room for improvement in venue construction, event organization, service quality and talent reserve; (2) According to SWOT analysis and TOWS matrix, 6 SO strategies, 6 ST strategies, 6 WO strategies and 6 WT strategies are proposed, covered the construction of ecological sports corridor, the construction of marine economic complex, the development of intangible cultural heritage IP, the construction of intelligent supervision system, the construction of regional linkage ticketing system and the transparent management of service chain; (3) Experts assessed that the overall feasibility of the strategy is high and meets the needs of Putian sports tourism development. After consolidation and adjustment, 5 SO strategies, 4 ST strategies, 4 WO strategies and 4 WT strategies were finally formed as priority implementation plans, including the creation of a high-end marine economic complex, the establishment of a regional talent cooperation network, the promotion of the construction of the ecological corridor in central Fujian.

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Zhi ZHANG

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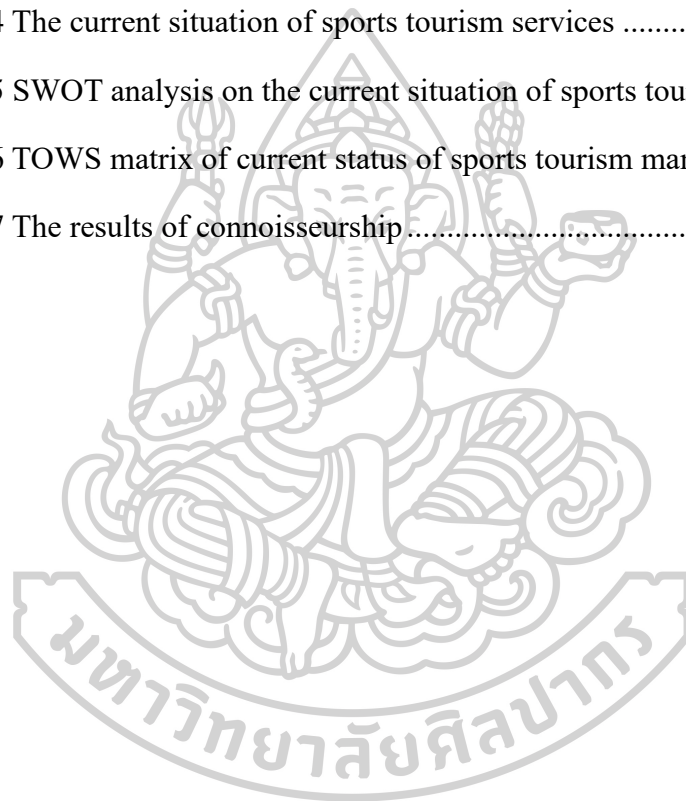
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Chapter I

Introduction

1.1 Background to the study

The global sports tourism market has shown strong growth momentum in recent years and has become an important part of the tourism industry. With the improvement of people's living standards and the increasing awareness of health, sports tourism has gradually become an important part of people's daily lives. Sports tourism management originates from the rapid development and deep integration of the two major industries — sports and tourism — on a global scale. The combination of sports and tourism not only meets people's diverse consumption needs but also promotes regional economic development, enhances cultural exchanges, and encourages a healthy lifestyle.

The Chinese government attaches great importance to the development of sports tourism and has introduced a series of supporting policies that provide a strong guarantee for the development of the sports tourism industry. The *14th Five-Year Plan for Tourism Development* clearly states that sports tourism is an important part of the modern tourism industry. It is not only an important field for advancing the integration of culture and tourism but also an important way to promote national fitness and build a healthy China. National Development and Reform Commission (2022)

In addition, the "Guiding Opinions on Vigorously Developing Sports Tourism" jointly issued by the State General Administration of Sports and the National Tourism Administration focuses on policy planning of the sports tourism industry and proposes clear development goals and measures. The government encourages the innovative development of the "sports + tourism" model, with a focus on supporting the development of products such as special events, sports and leisure bases, and fitness tourism routes. (National Tourism Administration, 2022).

The Fujian Provincial Sports Bureau issued the "14th Five-Year Plan for Sports Development in Fujian Province", which clearly proposed to vigorously develop the sports tourism industry, emphasizing regional characteristics as the foundation for promoting the deep integration of sports and tourism. The plan aims to leverage Fujian Province's rich natural resources and cultural heritage to create a number of sports tourism boutique projects with local characteristics, such as marine sports, mountain outdoor sports and traditional martial arts experience. At the same time, the plan encourages the development of the sports event economy, and seeks to enhance the popularity and influence of Fujian's sports tourism by holding high-level events, especially in key areas such as Meizhou Island and Wuyi Mountain. (Fujian Provincial Sports Bureau, 2021)

According to the plan of the higher-level government, the Putian City Municipal People's Government issued the "Putian City's 14th Five-Year Plan for Cultural and Tourism Reform and Development", which clearly proposes taking sports tourism as an important direction to promote the high-quality development of the city's cultural and tourism industry. The plan emphasizes making full use of Putian City's unique natural resources and profound cultural heritage, with the Meizhou Island Mazu culture as the core, focusing on the development of marine sports, water entertainment, island marathons, island cycling and other sports tourism projects. In combination with the martial arts culture of the Southern Shaolin Temple, it develops martial arts tourism, mountain tourism, and other projects. It also plans to construct national forest park sports and leisure bases, including Jiuli Lake and Jiulong Valley, to develop outdoor sports. The plan further promotes the integrated operation of fitness, leisure, and tourism-related industries, and aims to create provincial sports tourism boutique routes, boutique tourist attractions, and boutique tourist destinations to meet the tourism needs of tourists at different levels. (Putian Municipal Bureau of Culture and Tourism, 2024)

Putian City is a coastal city rich in natural resources, with a long coastline and many island resources. Among them, Meizhou Island is the largest island in Fujian Province and the birthplace of Mazu culture. Millions of believers visit the island every year to worship. However, the development of sports tourism on the island remains limited, as many believers only engage in simple worship activities. There are few marine sports tourism projects, such as sea fishing, island cycling, surfing, and sailing, and these activities are not yet popular. In addition, Putian City is home to China's Southern Shaolin Temple, which is located in the mountains of Jiuhua Mountain and surrounded by beautiful scenery. However, at present, the Southern Shaolin Temple mainly conducts traditional Buddhist "incense burning" activities, while sports tourism projects such as mountain biking and mountain marathons remain underdeveloped. Furthermore, Putian City also has natural resources such as forest parks and wetlands that have not been fully developed for sports tourism.

Although Putian City has numerous sports tourism resources, the overall development is relatively simple and extensive, and no detailed management plans and strategies have been developed. Therefore, this paper will sort out the current situation of sports tourism management in Putian City based on the natural resources, cultural resources and sports tourism resources of Putian City, and propose and develop a sports tourism management strategy for Putian City. It focuses on improving tourists' travel experience and satisfaction, promoting the high-quality development of sports tourism in Putian City, and attracting more tourists.

1.2 Purpose of the study and the research questions

1.2.1 Purpose of the study

- (1) To study and analyze the current situation of sports tourism management in

Putian City.

(2) To develop the strategy of sports tourism management in Putian City.

(3) To validate the feasibility of the strategy of sports tourism management in Putian City.

1.2.2 Research questions

(1) What is the current situation of sports tourism management in Putian City?

(2) What is the sports tourism management strategy in Putian City?

(3) How to develop the tourism industry in Putian City based on the feasibility of its sports tourism management strategy?

1.3 Scope of the study

1.3.1 Population of the study

The overall population of this study includes all domestic tourists, sports tourism service providers and related government staffs in Putian City. A total of about 1.43 million people. (Putian Municipal Bureau of Culture and Tourism, 2024)

1.3.2 Sample of the study

(1) The stratified sampling method was used to select domestic tourists who came to Putian City for tourism. The sampling was conducted at 5 tourist attractions in Putian City, with 80 tourists selected from each tourist attraction, for a total of 400 tourists. (Krejcie and Morgan, 1970)

(2) Select key informants by using purposive sampling. 15 key interviewees were selected from the sports tourism service providers and relevant government staff in Putian City as the interview sample for this study, including 10 sports tourism service providers and 5 relevant government staff.

1.3.3 Research area

Putian City is located in the central part of Fujian Province, along the southeast coast of China. Abundant natural resources and a long coastline. It has coastal resources such as Meizhou Island and Nanri Island, as well as forest parks such as Jiuli Lake and Jiulong Valley. (Putian Municipal Bureau of Culture and Tourism, 2024) Meizhou Island in Putian City is known as the "hometown of Mazu" and is one of the core cities for spreading Mazu culture worldwide. Meanwhile, Putian City is the location of the South Shaolin Temple, and the martial arts culture of Shaolin Temple has a profound influence. This study will focus on five tourist attractions, namely Meizhou Island National Tourism Resort (National 5A Scenic Area), South Shaolin Temple, Shouxi Park (National 4A Scenic Area), Jiuli Lake Scenic Area (National 4A), and Jiulonggou Scenic Area (National 4A Scenic Area), with the aim of studying the current situation of sports tourism management in Putian City, formulating sports tourism management strategies, verifying the feasibility of strategies, improving the management system, and promoting the sustainable development of sports tourism in Putian City.

1.4 Definition of key projects

1.4.1 Sports tourism

In this study, sports tourism refers to achieving the purpose of tourism by participating in or watching various sports activities and enjoying sports-related leisure and entertainment. This form of tourism relies on the natural and cultural resources of the destination and utilizes local sports facilities and sports events to attract tourists, thereby promoting their physical health and psychological pleasure.

1.4.2 Sports tourism management

In this study, sports tourism management refers to improving the quality of sports tourism services and tourist satisfaction based on tourists' validation of sports tourism resources, facilities and services, formulating sports tourism-related policies, and promoting sports tourism projects to ensure the healthy development of sports tourism.

1.4.3 Strategy

Strategy refers to the overall, long-term planning and action plan developed to achieve specific goals. It usually covers strategic goals, strategic paths, implementation steps, and safeguards. The development strategy of sports tourism needs to clarify the future development direction and focus, and develop specific action plans and measures based on the analysis of the current situation, strengths, strengths, opportunities and challenges of sports tourism.

1.4.4 Strategy development

In this paper, it refers to the ways and plans developed to realize the development goals of the sports tourism industry. Compared with the strategy, the scope of the strategy is smaller and the research content is more specific.

1.5 Research benefits

This study aims to analyze the status quo of sports tourism management in Putian City and to put forward scientific and reasonable sports tourism management strategies. Sports tourism management is an indispensable part of sports tourism, and excellent management policies and strategies can improve the satisfaction of tourists and enhance and increase the efficiency of sports tourism attractions. The main benefits of the research in this paper include both theoretical benefits and practical benefits.

1.5.1 Theoretical benefits

This study will comprehensively sort out the current situation of sports tourism management in Putian City by reading and organizing a large amount of literature. According to the current situation of the research, and combined with the connoisseurship suggestions, it will put forward a practical sports tourism management strategy and lay the theoretical foundation for the proposed sports tourism management strategy in Putian City.

1.5.2 Practical benefits

The study will combine the characteristics of Putian City's sports tourism tourist attractions, deeply explore the competitiveness of the tourist attractions, and develop the final Putian City's sports tourism management strategy from a practical point of view. It will help Putian City develop the sports tourism development plan. It will provide guidance for the government and enterprises in their actual operation.



Chapter II

Literature Review

The research content of this article is the strategy of sports tourism management in Putian City. In this chapter, relevant research theories from home and abroad, such as sports tourism, sports tourism management, 4M theory, strategic theory, SWOT analysis, and TOWS matrix, will be summarized and reviewed, mainly covering the following aspects:

1. Theory of sports tourism
2. Theory of sports tourism management
3. Theory of relevant government policies
4. Theory of 4M
5. Theory of strategy
6. Theory of SWOT analysis and TOWS matrix
7. Context of Putian City
8. Previous studies
9. Research theoretical framework

2.1 Theory of sports tourism

As an emerging field integrating sports and tourism, sports tourism has received extensive attention and in-depth research in recent years. With the improvement of global health awareness and living standards, sports tourism has not only become an important form of leisure and entertainment for people, but also plays an increasingly important role in promoting the local economy, cultural exchange, and ecological protection. (Tao & Fugao, 2003) early research laid the foundation for the concept of sports tourism. He pointed out that sports tourism is a special form that combines sports activities and tourism experience, which can attract a large number of tourists who love sports and adventure. This view has been widely recognized and further refined and expanded in subsequent studies. In recent years, Taleghani and Ghafary research shows that with the diversification of tourists' needs, the connotation of sports tourism has been continuously enriched, including not only traditional event tourism and sports participation tourism, but also health care, ecological adventure and other wider fields. (Taleghani & Ghafary, 2014) Domestic scholar Ge further pointed out that in China, sports tourism also carries the important function of promoting national fitness and promoting cultural exchanges, which makes sports tourism occupy an increasingly important position in national and local policies. (Qingchuan, 2022)

The motivations of sports tourists can be divided into health and fitness motivation, social motivation, challenge and achievement motivation, etc. (Shaoying et al., 2004) In recent years, Ming et al. found through analysis of the Chinese market that health and fitness, social interaction and challenge are the main motivations for Chinese sports tourists, especially among the middle class and young people. (Ming, 2011) The popularity of outdoor adventure and high-intensity sports has increased significantly. When choosing sports tourism destinations, tourists are paying more and more attention to the uniqueness of the experience and personalized services. This trend is particularly evident in the domestic sports tourism market, especially among the younger generation, for whom the attractiveness of outdoor adventure and cultural experience projects has increased significantly.

The development of sports tourism destinations is closely related to the perfection of their natural environment, sports resources and infrastructure. Miklos's research pointed out that the development of sports tourism destinations needs to rely on unique natural and cultural resources, and also requires the support of the government and relevant departments to provide perfect infrastructure and high-quality services. (Miklos Banhidi & Farhad Moghimehfar, 2013) Tavakolmia's research emphasizes the importance of destination branding. By creating a unique destination image and brand, the attractiveness of the destination can be significantly enhanced. (Tavakolmia et al., 2016) In China, local governments play a vital role in promoting the development of sports tourism destinations. Decai and Jingli pointed out that through policy support and resource integration, local governments can effectively promote the sustainable development of sports tourism destinations, especially in infrastructure construction and cultural resource development. (Decai & Jingli, 2019) Zemeng and Lu also emphasized that by improving infrastructure such as transportation, accommodation, and information services, tourists' experience and satisfaction can be significantly improved, thereby enhancing the market competitiveness and sustainable development capabilities of the destination. (Zemeng & Lu, 2021)

The impact of the development of sports tourism on the environment has been one of the hot issues of academic concern in recent years. Zhang et al. pointed out that although sports tourism can bring significant economic benefits, it may have serious negative impacts on the environment if it is not effectively managed. (Ruan Shengcheng, 2018) Domestic researcher Ruan proposed the concept of "beach sports tourism", advocating the comprehensive implementation of environmental protection measures in sports tourism activities to reduce carbon emissions and resource waste, while encouraging tourists to participate in tourism activities in a more environmentally friendly way. (Zhaojin & Yuzhi, 2020) Yanhong et al. research further showed that community participation not only helps to enhance the cultural connotation and local characteristics of sports tourism projects, but also promotes the

development of the community economy and enhances the sense of ownership of local residents. (Liu et al., 2020)

In the context of modern management, the sports tourism management process should pay more attention to scientificity and systematicity. Yue Feng's management process theory covers five major functions: planning, organization, command, coordination, and control, providing a systematic framework for sports tourism management. (Yuefeng, 2018) Ze Meng and Lu further proposed that modern sports tourism management should actively introduce information technologies such as intelligent management systems and big data platforms to improve management efficiency and service quality. (Zemeng & Lu, 2021) Researchers suggest formulating more precise goals and strategies through market research and big data analysis. In the process of organization and command, the specialization and clear division of labor of the team become the key to improving efficiency. The application of these modern management theories provides a new path for the scientific and refined management of sports tourism.

The application of information technology in sports tourism management has received more and more attention, especially in improving tourist experience and management efficiency. Through big data analysis, we can have a deeper understanding of tourists' needs and behaviors, thus providing a scientific basis for decision-making. (Zhaojin & Yuzhi, 2020) Artificial intelligence technologies such as smart tour guides and virtual reality experiences are also gradually introduced into sports tourism. These technologies not only enhance tourists' sense of participation and satisfaction, but also create new marketing and revenue growth points for sports tourism destinations. (Yukun & Zhigang, 2024) Domestic scholars ChuYuan and Tao also pointed out that through technological empowerment, sports tourism destinations can achieve personalized services and intelligent management, and further enhance market competitiveness and sustainable development capabilities. (Chuyuan & Tao, 2024)

In summary, sports tourism, as a unique form of tourism, integrates the dual attributes of sports and tourism, and has rich theoretical connotations and extensive practical applications. By combing through the latest literature at home and abroad, it can be found that research on sports tourism In terms of concepts, market demand, destination development, sustainability and management strategies has made significant progress. These theoretical and practical studies not only provide a solid theoretical foundation for the development of sports tourism, but also provide important references for managers to develop scientific sports tourism management strategies.

2.2 Theory of sports tourism management

As an interdisciplinary field integrating sports and tourism, the research and

practice of sports tourism management have gradually enriched with the development of the social economy and the deepening of interdisciplinary studies. From the formation of definition to the deepening of theory, sports tourism management has undergone a systematic process from nothing to something, from shallow to deep. The essence of sports tourism management is to take sports activities as the core attraction, build a tourist-oriented service system and experience scene, meet the needs of tourists and promote the economic development of tourism areas. This not only includes the planning, development and utilization of sports resources, but also involves the design and optimization of tourist experience, the coordination of related industries and the promotion of the regional economy. In recent years, domestic and foreign scholars have gradually realized that sports tourism management is not only a part of economic activities, but also an important driving force for cultural exchange, health promotion and social development. (Miklos Banhidi & Farhad Moghimehfar, 2013)

The definition process of sports tourism management has gone through a development from the initial concept to the in-depth theorization today. The initial definition of sports tourism can be traced back to the 1980s. During this period, foreign scholars began to realize the connection between sports and tourism, and tried to explore how to effectively combine these two fields. (Higham & Hinch, 2010) Sports tourism is a form of activity that takes sports activities as the core attraction and combines the leisure and cultural characteristics of tourism to attract tourists to participate. With the deepening of research, scholars gradually realized that sports tourism is not just a form of activity, but a comprehensive management practice covering a diversified industrial chain. In the 1990s, the concept of sports tourism management was proposed. Sports tourism not only includes sports activities themselves, but also involves the infrastructure construction of tourist destinations, marketing strategies, service experience, and related policies and regulations. Entering the 21st century, Chinese scholars, based on the absorption of foreign research, also began to focus on subdividing this field. Modern sports tourism management has gradually developed into an interdisciplinary and comprehensive discipline, covering knowledge in multiple fields such as tourism, sports, marketing, economics, and management. Sports tourism management is not just a simple use of sports resources, but also a strategic thinking on the combination of the sports industry and the tourism industry to meet the needs of diversified tourists. (Baiying & Rong, 2002)

The development of sports tourism management is a gradual evolutionary process. In the 1960s, with the rapid development of the tourism industry, foreign scholars began to realize that sports activities and tourism activities have intersections in some aspects. Early research mostly focused on sports event tourism, such as the tourist flow problems brought about by large-scale events such as the Olympic Games and the World Cup. (Faulkner et al., 2000) In the 1980s, sports tourism gradually broke away from the simple cross-disciplinary approach and began to form its own research

framework and theoretical system. After entering the new century, domestic and foreign scholars began to deeply analyze the various elements involved in sports tourism management, including market demand, destination development, cross-cultural management, customer experience, etc. Many scholars began to study how to combine sports tourism with local culture and environment and attract tourists through unique cultural resources. (Xiaofeng et al., 2009) In addition, scholars have also begun to pay attention to the impact of sports tourism on the environment and sustainable development issues, and proposed that the development of sports tourism should take into account the ecological environment and social responsibility. (Tao & Fugao, 2003) Nowadays, research on sports tourism management has begun to focus on how to improve the quality and efficiency of sports tourism with the help of scientific and technological means. At the same time, scholars also believe that sports tourism should not only focus on commercial operations, but also give attention to social responsibility and sustainability, emphasizing that during the process of development, the natural environment should be protected, cultural differences should be respected, and local economic development and social progress should be promoted. (Fyall & Jago, 2009)

The theoretical system and practical application of sports tourism management have also experienced a development process from simple to comprehensive. Resource-based theory emphasizes the importance of resources and believes that scarce and unique resources are the key to enterprises or regions gaining competitive strengths. In sports tourism management, natural resources (such as mountains, lakes, oceans, etc.) and human resources (such as cultural festivals, historical sites, etc.) are the sources of core competitiveness. (Barney & Arikan, 2005) Sustainable development theory is an important theoretical pillar of sports tourism management, especially in environmentally sensitive areas. (Weed, 2005) Foreign research began in the 1980s, emphasizing the balanced development of ecology, economy and society. Domestic research on this theory was relatively late, but has made significant progress in recent years. Domestic scholars believe that integrating ecological concepts into sports tourism is an effective way to achieve a win-win situation for the regional economy and environment, such as the green development model of Qinghai Lake cycling events. "Development and Management of Ecological Tourism in China". (Tian et al., 2021) The experience economy theory emphasizes tourists' demand for personalized, interactive, and immersive experiences in the consumption process. (Changbao et al., 2018) In sports tourism management, this theory is widely used to improve tourist satisfaction and destination brand value.

Huihui and Liang (2013) used literature and qualitative analysis methods to explore the management of leisure sports tourism in Haikou, and based on the RMP theory (resource-market-product) framework, analyzed the sports tourism resources, market status and product portfolio in Haikou. The research results put forward

suggestions for a diversified product portfolio for different tourist groups, including water projects such as sailing and windsurfing, as well as land projects such as hiking and outdoor adventure.

Masa'deh et al. (2017)'s research aimed to explore the supporting role of sports tourism management in tourism development. By distributing questionnaires and using multiple regression analysis methods, they focused on analyzing the social, environmental and economic impacts of sports tourism. The research conclusions show that economic benefits and environmental benefits are the main factors driving residents to support the development of sports tourism, while social benefits are relatively weak. This study provides data support for further exploring how to promote tourism development through sports tourism management.

Shijun (2021) took the sustainable development of rural sports tourism in the Yellow River Basin as the research goal, and used the SWOT analysis method to deeply explore the current situation and optimization strategy of rural sports tourism in the Yellow River Basin. The author summarized the development strengths of rural sports tourism in the Yellow River Basin as rich natural and cultural resources, policy support, and growing market demand. The study proposed optimization strategies, including strengthening infrastructure construction to improve service capabilities, creating tourism brands with local characteristics to avoid homogeneous competition, establishing environmental awareness to achieve low-carbon development, and enriching product categories to attract diverse tourist groups.

In summary, sports tourism management, as an important field of integration of modern tourism and the sports industry, can achieve higher-level development, meet the increasingly diversified needs of global tourists, and promote the coordinated development of economy, society, and environment. This paper focuses on the regional characteristics of sports tourism attractions in Putian City. Through questionnaires and interviews with tourists, sports tourism practitioners and government-related personnel, it constructs the sports tourism management strategy of Putian City, which has improved tourists' satisfaction and promoted local economic development.

2.3 Theory of relevant government policies

In the "14th Five Year Plan" for tourism development released by the State Council in December 2021, a special column for "sports tourism" was set up, proposing to "build a number of national ski resorts and demonstration bases for mountain outdoor, water, aviation, automobile and motorcycle sports tourism". Include sports tourism as an important component of the "improved modern tourism system" and encourage the development of new products such as "sports event tourism" and "outdoor sports tourism". This reflects the precision and strength of national policy support, providing clear project levers for local practice. (National Development and Reform Commission, 2022)

The "Outdoor Sports Industry Development Plan (2022-2025)" jointly released

by the General Administration of Sport of China, the National Development and Reform Commission, and other eight departments innovatively proposes the spatial layout of the outdoor sports industry in the "Five Zones and Three Belts". Among them, Fujian Province focuses on the construction of sports tourism projects along the coastal areas. The document proposes to establish specific infrastructure construction goals such as the "National Trail System" and "Outdoor Sports Camps". This provides a highly operational action guide for the sustainable development of sports tourism, especially outdoor sports tourism. (National Tourism Administration, 2022)

The Fujian Provincial Sports Bureau (Fujian Provincial Sports Bureau, 2021) released the "14th Five Year Plan for the Development of the Sports Industry in Fujian Province" in 2021, which systematically laid out the layout of sports tourism in Fujian Province. The document proposes to build a spatial layout of the sports industry with "two belts, five zones, and multiple points", focusing on creating product systems such as "coastal sports and leisure tourism, mountain outdoor challenge tourism, brand event observation tourism, and health and wellness leisure tourism", emphasizing "deepening cooperation in the sports industry between Fujian and Taiwan", supporting the development of sports tourism routes and products, and highlighting the geographical advantages of Taiwan.

The Fujian Provincial Sports Bureau and the Department of Culture and Tourism will release the "Implementation Plan for Promoting the high quality Development of Sports Tourism in Fujian Province" in 2023, proposing specific goals such as "creating a number of nationally renowned sports tourism boutique projects" and "cultivating a group of competitive sports tourism market entities" by 2025. Propose multiple specific tasks such as "enriching the sports tourism product system", "expanding the consumption space of sports tourism", "promoting digital empowerment of sports tourism", and "deepening the integration of sports tourism between Fujian and Taiwan". (Fujian Provincial Sports Bureau, 2021)

The Sports Bureau of Putian City released the "Special Plan for the Development of Sports Industry in Putian City during the 14th Five Year Plan" in 2022, which specifically implements the development path of sports tourism from the perspective of the sports department. Putian City aims to establish a dedicated chapter on promoting high-quality development of sports tourism integration. Clearly propose to build a coastal sports and leisure tourism brand based on coastal resources such as Meizhou Island and Nanri Island; Develop outdoor sports projects based on mountain and water resources such as Jiuli Lake and Caixiyan. Creating international badminton challenges, Meizhou Island Cross Strait Sailing Race, etc., with the aim of attracting traffic and expanding international influence through events. (Putian City Municipal People's Government, 2022)

The Putian Municipal Government (Putian Municipal Bureau of Culture and Tourism, 2024) has proposed regulations and guidelines for sports tourism activities

in core scenic areas in the "Putian Meizhou Island Protection and Management Regulations (Revised)". The regulations provide legal space for carrying out low-carbon and environmentally friendly sports tourism activities (such as island cycling, hiking, and nonmotorized water projects) while strictly protecting the ecological and cultural heritage of the island. Encouraging the development of low environmental impact projects such as coastal camping, sailing experiences, and marathons reflects the policy orientation of high-quality and sustainable development.

In summary, the sports tourism policy system in Putian City is a typical example of focusing on core advantages and seeking differentiated competition under national and provincial government policies. Putian City combines global Mazu cultural beliefs with local sports tourism resources, and has built a development path characterized by "culture as the soul, events as the medium, mountain sea linkage, and quality as the priority". The policy conducts in-depth empirical research on topics such as Mazu culture, sustainable development of islands, and the economic effects of sports events, providing more explanatory theories and practical solutions for this study.

2.4 Theory of 4M

The theory of 4M, namely Man, Machine, Material and Method, originated from the management theory of the manufacturing industry and is widely used in the fields of quality management, production management and enterprise operation optimization. Its basic concept can be traced back to the scientific management theory in the early 20th century. (Taylor 1911) In his book *The Principles of Scientific Management*, Taylor emphasized that production efficiency can be improved through reasonable division of labor and standardized operations. Against this background, the 4M theory was gradually introduced into enterprise management practice and was considered to be the 4 key factors affecting production quality and efficiency. Later, with the continuous development of quality management theory, Japanese quality management expert Ishikawa clearly stated in his book *What is Total Quality Control? The Japanese Way* is that enterprise management must focus on the four key factors of "people, equipment, materials, and methods" to ensure product quality and operational efficiency. (Ishikawa, 1985)

In the 1970s, the 4M theory was systematically applied in the manufacturing industry. Especially under the impetus of Japan's Lean Production and Total Quality Management (TQM) theory, the 4M theory was regarded as an important tool for continuous improvement and optimization of enterprises. (Ohno, 1988) Taiichi Ohno proposed in the Toyota Production System that by optimizing the 4M elements, waste can be minimized, production efficiency can be improved, and the development of lean management can be promoted. After that, emphasized in *Out of the Crisis* that quality management needs to focus on the synergy of the 4M elements, and believed that enterprise managers should focus on system optimization rather than just the

improvement of individual elements. (Deming, 1986)

Entering the 21st century, the 4M theory has been widely used in various industries, especially in the fields of the service industry, medical management, and tourism management. Kaplan and Norton proposed in Strategy Maps that the competitive advantage of modern enterprises not only comes from the optimization of manufacturing processes, but also needs to pay attention to the coordinated development of human resources, technical equipment, material supply chain and operating methods. (Kaplan and Norton, 2004) Therefore, the 4M theory has been further expanded and is no longer limited to traditional manufacturing, but has become an important tool for organizational management, service quality management and strategic management. In the field of tourism management, the 4M theory is used to study the quality of tourism services Kandampully emphasizing the importance of "people" service skills, "equipment" modernization, "material" sustainability and "method" optimization in improving tourism experience. (Kandampully, 2007)

The application of 4M theory in sports tourism management has received increasing attention. Brown & Johnson mentioned in their study that modern sports facilities and equipment are important factors in attracting sports tourists. They explored how to improve the tourism experience through advanced sports equipment and technology. (Brown & Johnson, 2017) Smith et al. analyzed how sports tourism companies can enhance their competitiveness through strategic human resource management in the book *Sports Tourism and Human Capital*, especially in large-scale international sports events. (Smith et al., 2018) Robertson and Harris proposed in their research that innovative management methods, such as experience design and customer journey management in sports tourism, are the key to improving tourist satisfaction. (Robertson and Harris, 2019) Green et al. discussed how to use environmentally friendly materials to build sports facilities in "Green Materials Innovation for Sports Tourism" to reduce the impact on the environment and enhance the sustainable attractiveness of sports tourism destinations. (Green et al., 2020) According to Clark, strategic planning and operational efficiency improvement in sports tourism management can be achieved through lean management and continuous improvement methods, and these management strategies are being adopted by more and more sports tourism destinations. (Clark, 2022)

At present, the main research directions of the 4M theory include intelligent management, digital transformation and sustainable development. With the development of information technology, artificial intelligence, big data and automation technology have been widely introduced into the field of enterprise management, which has fundamentally changed the "equipment" and "method" in the 4M elements. (Brynjolfsson & McAfee, 2014) In the context of digital management, enterprises optimize production processes, improve management efficiency and

reduce operating costs through intelligent equipment and automation technology. At the same time, the sustainable development strategy has also promoted new applications of the 4M theory, especially in material management, emphasizing green supply chains, recyclable materials, and low-carbon production models. (Hart, 1995)

Although the 4M theory has been widely used in many fields, there are still some research deficiencies. First, most of the current research focuses on the manufacturing industry, while there are fewer application studies in the service industry, sports tourism management and other fields. Second, the applicability of the 4M theory in digital management still needs to be further verified, especially under the influence of artificial intelligence and automation technology, whether the traditional "man-machine-material-method" system needs new adjustments is still a question worth exploring. In addition, the systematic research of the 4M theory is still relatively scattered, and the research results in different fields lack a unified theoretical framework, which makes its application in interdisciplinary fields still challenging (Grant, 2016).

In the future, the development direction of the 4M theory will pay more attention to interdisciplinary integration, especially in the fields of artificial intelligence, big data, green management and sustainable development. In addition, with the rapid development of industries such as sports tourism and medical services, the applicability research of the 4M theory will be more extensive. For example, in sports tourism management, how to optimize human resource allocation, improve the level of intelligent management, adopt environmentally friendly materials, and improve service methods will become a new hot spot for the application of 4M theory (Zeithaml, Bitner, & Gremler, 2018). In addition, with the acceleration of globalization, the adaptability of 4M theory in different cultural backgrounds and market environments will also become an important topic in the future.

In summary, since the 4M theory was proposed in the early 20th century, it has evolved from manufacturing management to total quality management and then to modern digital management. Current research has proved that 4M theory has important value in optimizing management processes, improving operational efficiency, and improving quality control. However, with technological changes and industrial upgrading, the research on 4M theory still needs to be continuously expanded and innovated to meet the needs of future intelligent management and sustainable development. In the future, researchers need to further verify the applicability of 4M theory in different fields and industries and explore its integration with other management theories to promote the further development of management science.

2.5 Theory of strategy

As an important branch of management and economics, strategic theory has experienced a multi-dimensional extension from the military and political fields to

economic and social management, and has gradually formed a systematic theoretical system. The origin of strategic theory can be traced back to the study of ancient military theory. As an ancient classic military work, "The Art of War" puts forward the strategic thought of "knowing yourself and the enemy, and fighting a hundred battles without danger", laying a philosophical foundation for later strategic research. (Wu, 2019) The West also attaches importance to the military origin of strategy. Clausewitz first defined "strategy" as "the art of rationally allocating and utilizing resources to achieve goals" in his book "On War", and emphasized the core role of strategy in resource allocation and goal management. (Clausewitz, 2022)

Since the mid-20th century, strategic theory has gradually expanded from the military field to the economic and management fields. Alfred Chandler first proposed that corporate strategy is the main factor determining corporate structure, and the development and implementation of strategy should revolve around the long-term development goals of the enterprise. (Porter et al., 2007) In the 1970s, Michael Porter proposed the "three general strategies", namely cost leadership, differentiation and concentration strategies, which became a milestone theory in the field of corporate strategic management. During this period, strategic research focused on analyzing the external competitive environment of enterprises, such as Porter's "Five Forces Model", which was widely used in the study of industry competition patterns. (Goyal, 2020) Entering the 21st century, the development of strategic theory showed the characteristics of multidisciplinary cross-border, and the research perspective expanded from the enterprise level to the perspective of globalization and ecosystem.

As an important part of sports tourism management, sports tourism strategy integrates the theory and practice of the sports industry, tourism industry, and strategic management, and occupies an important position in the development of the modern tourism industry and sports industry.

The development of sports tourism strategy can be traced back to the mid-20th century, when the combination of sports and tourism was mainly studied with the tourism effect of large-scale sports events as the core. (Elías Jiménez, 2024) Entering the 1990s, with the deepening of globalization and the advancement of urbanization, sports tourism strategy research has been further deepened. The competitive strategy theory proposed by Porter has been widely used in the field of sports tourism to analyze the competitiveness of sports tourism destinations. At the beginning of the 21st century, the focus of sports tourism strategy research shifted from traditional sightseeing tourism and event economy to a more diversified development model. During this period, sports tourism strategies began to focus on cultural heritage and sustainable development, and to enhance the attractiveness of destinations by combining local characteristics and cultural resources. (Yingchuan, 2021)

In recent years, sports tourism strategies have further expanded in the context of digitalization, sustainable development and globalization. Emphasis is placed on

improving the tourist experience through big data analysis, virtual reality technology and other means. Especially in the digital age, sports tourism strategies pay more attention to the personalized needs of tourists and enhance overall competitiveness through precision marketing and intelligent services. (Kaiyuan et al., 2024) In addition, the concept of sustainable development has gradually been integrated into sports tourism strategies, proposing a comprehensive development path of resource protection, ecotourism and green economy to promote the green transformation of sports tourism. (Chuyuan & Tao, 2024)

Thanh (2018) aimed to validate the development status of beach sports tourism in Da Nang City and develop the future development strategy of Da Nang City. A variety of research methods such as literature method, the questionnaire survey method, the expert interview method, the forecasting method, and the mathematical statistics method, were used. The results show that Da Nang City has rich beach resources and the potential for the development of sports tourism, but has not yet formed effective development and protection measures, and faces many challenges in development. The research concludes that through systematic strategic planning and implementation, Da Nang City can give full play to its beach resource strengths and become the preferred beach sports tourism destination for international tourists.

Lindi and Yanchun (2022) took the promotion of sports tourism development in Hotan Prefecture, Xinjiang, under the background of the "Belt and Road" as the research purpose, adopted the methods of empirical analysis and strategic planning, combined with literature analysis, and systematically studied the current situation of tourism in Hotan Prefecture, and put forward a series of development suggestions and countermeasures. The conclusion points out that Hotan Prefecture should strengthen ecotourism, introduce and cultivate professional talents, improve public service capabilities, and enhance tourism attractiveness and international influence by integrating diversified tourism resources.

Zhenjing (2023) used SWOT analysis and AHP hierarchical analysis to qualitatively and quantitatively analyze the development status and main influencing factors of sports tourism in Ganzi Prefecture to analyze the development strategy of sports tourism in Ganzi Prefecture. The author analyzed the strengths, strengths, opportunities and threats of sports tourism in Ganzi Prefecture in detail, and constructed a quantitative model to calculate the weight values of influencing factors. The research conclusion shows that the development of sports tourism in Ganzi Prefecture should adopt the SO strategy, that is, combining internal strengths (such as rich natural resources and distinctive ethnic culture) with external opportunities (policy support and market prospects) to maximize the promotion of sports tourism integration and brand building. At the same time, it is recommended that the Ganzi Prefecture government increase investment in resource development, talent introduction and infrastructure improvement to improve the overall management level and

competitiveness.

Fanfan and Lichao (2024) took the construction strategy of Hainan National Sports Tourism Demonstration Zone as the research purpose, used field investigation and logical analysis methods, and analyzed the three aspects of resources, market and products involved in the construction of Hainan National Sports Tourism Demonstration Zone. The research results show that Hainan Province should strengthen government support, expand the scale of the sports industry, improve infrastructure, enhance the marketization level of events, promote sports tourism culture, and strengthen talent training to promote the rapid and sustainable development of sports tourism in Hainan Province.

In summary, strategic theory has gradually developed from an early single economic perspective to a multi-dimensional comprehensive research field, integrating theories of economics, management, sociology and environmental science, and providing important theoretical and practical support for the planning and development of sports tourism destinations. This paper will focus on the research of Putian City's sports tourism management strategy, combining previous research, and finally develop Putian City's sports tourism management strategy through quantitative research of questionnaire surveys and qualitative research of interviews.

2.6 Theory of SWOT analysis and TOWS matrix

As classic theoretical tools of strategic management, the SWOT analysis and the TOWS matrix play a key role in corporate decision-making and strategy development. The origin of SWOT analysis can be traced back to the 1950s, when management scholars at Harvard Business School in the United States first proposed the prototype of this tool. Its basic purpose is to help companies identify their strengths, weaknesses, opportunities and threats in a dynamic external environment, to develop a more scientific strategic direction. This strategic management tool revolves around the internal and external environment of the enterprise, and this view has laid a theoretical foundation for SWOT analysis. (Sarsby, 2016) Subsequently, scholars gradually expanded this tool into a comprehensive strategic analysis framework, which is widely used in fields such as corporate management, marketing, and regional planning. (Sammut-Bonnici & Galea, 2015)

In the 1960s, scholars proposed the TOWS matrix based on SWOT analysis, which is an important extension of the SWOT tool. The TOWS matrix systematically cross-analyzed internal and external factors for the first time and formed an actionable action plan through the combination of 4 strategies: strengths and opportunities (SO), weaknesses and opportunities (WO), strengths and threats (ST), and weaknesses and threats (WT). The author discusses the practicality of the TOWS matrix in detail in the book, especially in helping companies identify strategic choices in a dynamic environment. (Wehrich, 1982)

With the continuous development of the theory, SWOT analysis and the TOWS matrix gradually expanded from the corporate level to other fields, further emphasizing the important role of SWOT in resource integration and the formation of competitive strengths. The research during this period focused on how to quantify SWOT results to improve the scientific nature of decision-making. (Gurl, 2017). Porter deepened the external environment analysis through the Porter Five Forces Model, supplemented the SWOT analysis's focus on industry competition factors, and the combination of SWOT and other strategic tools can more comprehensively reveal the strategic potential of enterprises. (Porter, 2008)

Since the 21st century, the theoretical framework of SWOT analysis and TOWS matrix has become increasingly diversified, and more digital and sustainable development perspectives have been incorporated. Scholars have begun to explore new paths for using SWOT analysis in complex environments, believing that traditional static analysis can no longer meet the needs of a dynamic competitive environment, and have proposed a dynamic SWOT model to cope with rapidly changing market conditions. (Ghazinoory et al., 2011). At the same time, scholars have incorporated environmental protection and social responsibility into SWOT analysis, and achieved a win-win situation of economic and environmental benefits by optimizing the allocation of corporate resources. (Drastichová, 2024). In recent years, the application of SWOT analysis and TOWS matrix in regional planning and public policy has been expanded. SWOT can effectively validate the competitiveness of cities and regions and set a clear direction for regional economic development. (Zhang & Zhong, 2022)

Haoyu (2016) took the development of sports tourism resources in Ya'an as the research purpose, and used the literature method, interview method, field investigation method and SWOT analysis method to explore the development status and strategy of sports tourism resources in Ya'an. Through SWOT analysis, the research results show that Ya'an has rich sports tourism resources, but to achieve long-term sustainable development, it is necessary to strengthen the construction of sports tourism brands, improve the safety guarantee system, and focus on talent training. Finally, the author constructed a sports tourism resource development model in Ya'an based on "tourism + sports".

Jie (2018) took the promotion of sports tourism development in Weinan as the research purpose, and used the literature method, field investigation method, expert interview method, and mathematical statistics method to conduct a detailed analysis of the current status of sports tourism development in Weinan. Through the SWOT analysis method, the study believes that Weinan has rich natural landscape resources (such as Huashan Scenic Area and Yellow River Basin Scenic Area), which provide a good foundation for the development of sports tourism. At the same time, the sports tourism industry in Weinan still has strengths such as insufficient infrastructure and insufficient market promotion.

Chen et al. (2020) used the SWOT-AHP model to analyze the strengths, weaknesses, opportunities and threats of the ice and snow sports tourism industry in Zhangjiakou City to study the development model of the industry. The study identified key influencing factors by collating literature, expert interviews and questionnaires, constructed an analysis matrix including internal strengths (S), internal weaknesses (W), external opportunities (O) and external threats (T), and calculated the weights of these factors. The results show that Zhangjiakou City is rich in ice and snow resources and has certain cultural strengths. It also benefits from national policy support and the economic effects of the Winter Olympics. However, the region still has obvious deficiencies in infrastructure construction, industrial chain integrity and professional talents.

Qixing and Hong (2022) took the feasibility of sports tourism development in Kashgar, Xinjiang as the research purpose, and used the SWOT analysis method to study the strengths, strengths, opportunities and threats of sports tourism in Kashgar. The study pointed out that Kashgar is rich in sports tourism resources, including the Pamir Plateau, *Populus euphratica* forest, glaciers, ancient cities, etc., but due to its remote geographical location and inconvenient transportation, tourists' experience is subject to certain restrictions. The article suggests that Kashgar should strengthen infrastructure construction, optimize tourist routes, and make full use of national policies and social capital to promote the development of sports tourism industry.

In summary, SWOT analysis and TOWS matrix play an important role in strategic management. The advantage of SWOT analysis is that it can comprehensively and clearly show the influencing factors and develop matching strategies, but it also has subjectivity and challenges brought by changes in the external environment. This paper uses SWOT analysis and TOWS matrix as research tools to develop the final sports tourism management strategy by analyzing the strengths, weaknesses, opportunities and threats of Putian City's sports tourism management and strengths and opportunities (SO), weaknesses and opportunities (WO), strengths and threats (ST), and weaknesses and threats (WT).

2.7 Context of Putian City

2.7.1 Overall summary

Putian City is an important city on the southeast coast of China. It is located on the central coast of Fujian Province, bordering the Taiwan Strait, adjacent to Fuzhou and Quanzhou. It is an important transportation hub and economic development highland connecting Fujian Province and beyond. In recent years, the Putian City Municipal Government has actively promoted the development of the sports industry. Relying on existing sports venues and resources, it has hosted domestic and international sports events, professional sports team training and national fitness services, etc., to enhance the scale and quality of the sports industry and promote the in-depth integration of

sports and tourism. (Putian Municipal Government Office, 2020). The Putian City Municipal Sports Bureau strongly supports the construction of urban and rural public sports facilities and the development of the sports industry in Putian City, improves infrastructure such as sports venues and tourist service centers, enhances sports tourism reception capacity, and promotes the construction of sports tourism facilities in key areas such as Meizhou Island. (Putian Sports Bureau, 2023) Putian City has a profound historical heritage and is known as the "Zou Lu on the Seaside" and the "Famous State of Literature". Since the Tang Dynasty, 2,482 Jinshi, 21 No. 1 Scholars, and 17 Prime Ministers have emerged. In September 2023, the State Council agreed to list Putian City as a national historical and cultural city. There are tourist attractions such as Guanghua Temple, Meizhou Island, Mazu Temple, and Nan Shaolin Temple in the city. Putian City's road network extends in all directions, with convenient high-speed rail, EMU, national highways, provincial highways and urban highway networks, forming a convenient land transportation system. At the same time, Putian City is only 1-2 hours' drive from Fuzhou Changle International Airport and Xiamen Gaoqi International Airport, and the transportation conditions are extremely convenient. Putian City has 4 districts (Chengxiang District, Hanjiang District, Licheng District, Xiuyu District) and 1 county (Xianyou County), with a total area of about 4,200 square kilometers. There are many places of interest and natural resources in the area, such as Meizhou Island, Jiuli Lake, Nanri Island, etc. (Putian Municipal People's Government, 2023) Putian City has a permanent population of 3.179 million, most of whom are distributed in major urban areas such as Chengxiang District and Hanjiang District. With the acceleration of urbanization, the population density of Putian City continues to grow, and the trend of urban-rural integration is obvious. In 2023, Putian City's GDP will be 307.073 billion yuan. Among them, the added value of tourism and service industries is about 141.747 billion yuan. The total GDP occupies an important position in Fujian Province and has maintained steady growth in recent years. (Putian Municipal People's Government, 2024) Putian City is famous for its traditional industries such as footwear, wood carving crafts, and food processing. At the same time, in the field of sports goods manufacturing, Putian City is well-known throughout the country as the "World Footwear Capital". Its footwear industry not only meets domestic demand, but also exports a large number of goods overseas, becoming an important pillar of the local economy. Putian City has attracted a large number of domestic and foreign tourists by creating high-quality tourism products and services. According to statistics, Putian City receives more than 10 million tourists each year, and tourism revenue has steadily increased, becoming an important growth point for the local economy.

2.7.2 Natural environment

(1) Terrain topography

Putian City is located in the central coastal area of Fujian Province, facing the Taiwan Strait to the east and the Daiyun Mountains to the west. The terrain is

complex and diverse, with characteristics of mountains, hills, plains and coastal zones. The city has a land area of 4,200 square kilometers, of which mountains and hills account for about 70%, plains account for about 20%, and the rest are coastal beaches and wetlands. The Daiyun Mountains are one of the important mountain ranges in Fujian Province. They extend from the west of Putian City to the territory, forming the western barrier of Putian City, with rich forest resources and water conservation functions. The eastern part of the city is a coastal plain with flat and fertile land and many rivers. The coastal beaches such as Meizhou Bay and Pinghai Bay have nurtured rich fishery resources. Putian City's coastline is 345 kilometers long. It not only has many natural harbors, but also is dotted with beautiful islands, including the famous Meizhou Island and Nanri Island, which provide an ideal place for coastal tourism and marine sports. In addition, mountain landscapes such as Jiuli Lake and Jiuhua Mountain are important natural landmarks in the region, attracting a large number of tourists to climb mountains, explore and sightsee. (Putian Municipal People's Government Office, 2024)

(2) Climate

Putian City belongs to the subtropical monsoon climate zone, with warm and humid climate and distinct 4 seasons. The mean annual temperature in the city is 19.5°C to 21°C, the extreme maximum temperature is about 39°C, the extreme minimum temperature is about -1°C, and the frost-free period is more than 300 days throughout the year. The mean annual precipitation is 1600 to 1800 mm, mainly concentrated in the rainy season in summer. Winter is greatly affected by the East Asian monsoon, with less rain, cool and dry climate, while summer is regulated by the marine climate, which is hot but not extremely high. This warm and humid climate condition is very suitable for the growth of vegetation and provides Putian City with rich forest resources. The year-round mild temperature and sufficient sunshine have also greatly improved the yield and quality of agricultural crops. The coastal area is warm in winter and cool in summer, which is very suitable for year-round marine tourism projects, such as sailing, surfing and other sports activities.

(3) Resource

Putian City has a forest coverage rate of over 62%, and is one of the important ecological barriers in Fujian Province. The main vegetation includes Masson pine, fir and Lauraceae plants, and a large number of economic crops such as litchi and longan are planted. Forests not only provide an important ecological barrier for biodiversity protection in Putian City, but also provide a rich venue for outdoor sports and ecotourism. Putian City's marine resources are one of its most outstanding natural endowments. Meizhou Bay and Pinghai Bay have formed a natural deep-water port, which provides a foundation for marine economy, fisheries and maritime transportation. At the same time, Putian City has a variety of marine biological resources, such as jellyfish, lobster, abalone, etc., and is one of China's important

fishery bases. In addition, coastal wind resources are gradually being developed for wind power industry. Putian City is densely covered with rivers, and the main rivers include Mulan River, Yanshou River, Dahu River, etc., with abundant runoff throughout the year and a total water resource of about 5 billion cubic meters. As the main river, Mulan River not only carries the heavy responsibility of agricultural irrigation and urban water use, but also develops into an urban ecotourism resource. In addition, alpine lakes such as Jiuli Lake not only provide high-quality water sources, but also form important tourist attractions. Putian City has a vast coastal wetland resource area and rich biodiversity, and is an important stopover for migratory birds. The wetland located in Meizhou Bay is part of the protected area, providing an important opportunity for biodiversity conservation and ecotourism development.

2.7.3 Historical and cultural environment

Putian City has a long history and profound cultural heritage. It is an important historical and cultural city on the southeast coast of China. Putian City is known as the "Zou Lu on the Seaside" and the "Famous State of Literature". Historically, Putian City has produced 2,482 Jinshi, 21 No. 1 Scholars, and 17 Prime Ministers. In September 2023, the State Council agreed to list Putian City as a national historical and cultural city. Its rich cultural and educational resources have laid a solid foundation for the inheritance and development of local culture.

Putian City is famous for its Mazu culture at home and abroad. As one of the most important sea gods in Chinese folk beliefs, it originated from Meizhou Island. Meizhou Island is not only the birthplace of Mazu belief, but also a pilgrimage site for Mazu believers all over the world. It is known as the "Eastern Mecca". Every year, Meizhou Island attracts a large number of tourists and believers from home and abroad who come for pilgrimage and sightseeing, forming a unique Mazu cultural tourism circle. Mazu culture has been listed in the Representative List of the Intangible Cultural Heritage of Humanity by UNESCO, which is an important manifestation of Putian City's cultural soft power. In addition to Mazu culture, Putian City also has a rich Buddhist and Taoist culture. Many temples in Jiuli Lake Scenic Area, such as Jiuli Zen Temple, attract a large number of religious believers to come and worship. Guanghua Temple in Chengxiang District has a long history and is one of the important daojiao of Chinese Buddhist Zen. In addition, Putian City's Taoist culture is also very distinctive, such as the Nan Shaolin ruins, which is a model of the integration of martial arts culture and religious culture. (Yao et al., 2020)

Putian City has a wealth of historical sites and ancient buildings, showing the cultural accumulation of different historical periods. For example, the Dongzhen Water Conservancy Project in Hanjiang District is known as the "living fossil of ancient water conservancy projects", and the Mazu Temple complex on Meizhou Island is one of the masterpieces of Chinese religious architectural art. In addition,

there are a large number of well-preserved ancient dwellings from the Ming and Qing Dynasties in Putian City, showing the traditional architectural style of the southern Fujian region. Wenjia Ancient Village, Nanri Island Ancient Port, Yanshou Temple, etc. are all important cultural heritages. These historical sites and ancient buildings are not only an important part of Putian City's cultural heritage, but also an important resource for attracting tourists.

Putian City closely combines its rich historical and cultural resources with tourism development to form a number of cultural tourism brands with local characteristics. For example, the Mazu Cultural Festival and the Jiuli Lake Cultural Festival have attracted a large number of tourists through the in-depth excavation and innovative development of cultural resources and thereby promoting the development of the cultural industry. The international influence of the Mazu belief has also attracted a large number of tourists from Southeast Asia, Hong Kong and Taiwan to Putian City, injecting vitality into the local economy.

2.7.4 Tourism environment

Putian City has a unique geographical location and rich natural and cultural resources. It occupies an important position in the development of tourism in Fujian Province. In recent years, Putian City's tourism industry has grown steadily. Meizhou Island, Jiuli Lake, Nan Shaolin Temple and other tourist attractions have attracted a large number of domestic and foreign tourists. Meizhou Island, as the birthplace of Mazu culture, receives millions of visitors every year and is the core highlight of Putian City tourism. Putian City continues to improve transportation and tourism service facilities to promote the integrated development of sightseeing, culture and leisure tourism. Relying on coastal resources and rich events, sports tourism has become an important part of Putian City's tourism industry. Water sports, sailing competitions, beach volleyball and other events on Meizhou Island have formed a coastal sports tourism brand. The annual dragon boat race, sailing championship and marathon events have attracted many tourists and sports enthusiasts, enhancing the city's popularity and economic benefits.

(1) Tourism transportation situation

Putian City is located on the southeast coast of China, with convenient transportation. It is one of the important transportation hubs in Fujian Province. Putian City has the Fuzhou-Xiamen Expressway and the Putian City-Yongcheng Expressway, which run through the north and south, as well as a convenient network of national and provincial roads. These transportation trunk lines closely connect the urban area with surrounding cities and major cities both in and outside Fujian Province. As one of the core stations of the Fuzhou-Xiamen Railway, Putian City Station is less than an hour by high-speed rail from major cities such as Fuzhou and Xiamen. Meizhou Bay, Xinghua Bay and Nanri Island Port Area in Putian City are important shipping hubs and important starting points for coastal tourism. Meizhou Island, as the core tourist

area of Putian City, has complete terminal facilities, providing fast ferry services between the mainland and the island, and offering tourists with yachts and special marine transportation experiences. Putian City is only a 1.5-hour drive from Fuzhou Changle International Airport and Xiamen Gaoqi International Airport, and the high-speed rail can reach the airport in just 1 hour.



Figure 1 Distribution of transportation lines in Putian City

Data Source: (Putian Municipal Government Office, 2024)

(2) Overview of tourism service facilities

In recent years, Putian City has stepped up the construction and upgrading of tourism service facilities to meet the growing needs of tourists. The tourist service center has become the core node of the service system. The Meizhou Island Tourist Service Center provides comprehensive consulting services, ticket purchases, luggage storage and transportation guides. Other major tourist attractions in the city have also gradually establish modern tourist service centers to provide tourists with "one-stop" services. Accommodation facilities are rich and diverse, ranging from international chain hotels to local characteristic homestays. Meizhou Island's high-end resort hotels, such as Meizhou Bay International Resort, incorporate Mazu cultural elements and attract high-end tourist markets. The boutique homestays on the island combine traditional southern Fujian style with modern facilities to provide a comfortable and culturally rich living experience. Economy hotels and mid-to-high-end business hotels

are distributed in the urban area to meet the needs of all types of tourists.

In terms of catering, Putian City has rich local specialty food resources. Many tourist attractions have special local specialty restaurants, providing authentic food such as Putian braised noodles, Xinghua rice noodles, and seafood feasts. Tourist service facilities, such as tourist dining areas and characteristic snack streets, further enhance tourists' dining experience. In particular, the "Cultural Restaurant" on Meizhou Island, themed on Mazu culture, not only provides tourists with traditional food, but also offers a unique experience with cultural displays and explanations. The professionalism of tour guides and service personnel has also gradually improved. Local governments and tourism associations regularly organize tour guide training to strengthen guides' understanding of local culture and tourism resources, enabling them to provide higher-quality explanation services. The tour guide services in core tourist attractions, such as Meizhou Island, are highly professional, providing multilingual explanations to meet the needs of international tourists

2.8 Previous studies

One of the important foundations of this study is to systematic sorting and analysis of existing research related to sports tourism management. These studies provide rich theoretical and empirical support for understanding the development history, promotion strategies and future trends of sports tourism management. The following section will introduce the main research results on sports tourism management both at home and abroad.

2.8.1 Domestic previous studies

As an emerging interdisciplinary subject, sports tourism management originates from the integration of sports and tourism needs, reflecting the society's growing pursuit of health, leisure and cultural experience. In China, the study of sports tourism management started in the 1980s, and the initial research focused on the basic concepts and preliminary practices of sports tourism. In the 1990s, domestic scholars began to pay attention to the social and economic benefits of sports tourism, trying to enhance local economic vitality and promote residents' health through the development and management of sports tourism resources.

Zhaohui (2012) studied how to optimize the resource allocation and market positioning of sports event tourism, outdoor adventure tourism and leisure and fitness tourism through strategic planning. These studies provide important theoretical guidance for planning and management in practice, and promote the diversified development of sports tourism.

Yu (2015) used Porter's theory to analyze the competitiveness of sports tourism destinations and explored ways to enhance the competitiveness of the sports tourism market through differentiation, cost leadership and concentration strategies. The research in this stage emphasizes the uniqueness and differentiation of sports tourism

products and proposes to attract specific tourist groups and increase the market share of the destination by developing sports tourism projects with local characteristics, such as traditional martial arts experience and dragon boat racing.

Fuge and Hao (2018) verified the application value of dynamic capabilities in sports tourism enterprises through empirical research and proposed that enterprises should respond to market changes through continuous innovation and flexible adjustment of strategies. The authors believe that in a highly competitive and rapidly changing market, enterprises must have the ability to dynamically adjust resources and capabilities to maintain a sustained competitive advantage.

Yuefeng (2018) proposed strategies for developing emerging sports tourism products, such as ecological sports tourism and cultural experiential sports tourism, by analyzing market demand and competitive environment. These studies show that through innovation and market development, sports tourism enterprises can find new growth points and stand out in a highly competitive market. This strategic thinking provides new impetus and direction for the sustainable development of China's sports tourism market.

Liu (Liu et al., 2020) research points out that the core of sports tourism management lies in product innovation and resource integration. Based on industry practice, it is proposed that management needs to strengthen market demand analysis and solve the problem of homogeneous competition by developing ecological sports tourism and cultural experience sports tourism products. At the same time, attention should be paid to optimizing management models, promoting the deep integration of tourism services and sports resources, enhancing tourist experience while expanding profit margins. This study provides practical guidance for sports tourism enterprises to accurately position the market and build differentiated competitive strengths, and also lay an important theoretical and practical foundation for the construction of a sustainable management system for the industry.

Qiangchuan (Qingchuan, 2022) focused on the dual core subjects and proposes that the government should strengthen macroeconomic regulation, improve policy support, regulate market order, and coordinate resource allocation to build institutional guarantees for the development of sports tourism; At the scenic area level, it is necessary to deeply cultivate refined management, focus on product innovation, service upgrading, and safety control, deeply integrate sports elements with regional characteristics, and enhance tourist experience and scenic area competitiveness. This study clarifies the responsibilities and optimization paths of the government and tourist attractions in sports tourism management, providing important theoretical references for industry standardization and high-quality development.

In summary, China's sports tourism management research has gone through a process from initial exploration to systematic development. In this process, domestic scholars have continuously introduced and applied international cutting-edge

management theories, such as strategic planning, competitive advantage, resource-based view, dynamic capabilities, and blue ocean strategy, and continuously enriched and deepened the theoretical framework of sports tourism management. These studies have not only promoted the rapid development of China's sports tourism market, but also provided a scientific decision-making basis and management tools for local governments and enterprises.

2.8.2 Foreign previous studies

Sports tourism management as a research field began in Western countries at the end of the 20th century. Initially, research focused on the intersection of sports and tourism, especially the impact of large-scale sports events on tourism.

Banhidi & Moghimehfar (Miklos Banhidi & Farhad Moghimehfar, 2013) used case study and qualitative analysis methods to study how large-scale sports events attract tourists and drive local economic development. The study revealed the motivation and behavior of sports tourists and emphasized the potential of sports tourism in promoting local economic development and enhancing the image of the city. Her research laid the foundation for sports tourism management as an independent research field, prompting more scholars to pay attention to the phenomenon of the combination of sports and tourism, and laid the foundation for subsequent theoretical development and empirical research.

Taleghani and Ghafary (2014) used a combination of qualitative and quantitative research methods to develop a long-term development strategy for sports tourism destinations and proposed a systematic strategic planning framework to cope with market changes and competitive pressures. The study gradually shifted from a simple analysis of tourism effects to more complex management issues, such as how to optimize resource allocation and improve market positioning through strategic planning. The research has promoted the development of this field in a more scientific and refined direction, making sports tourism management no longer just a study of tourism effects, but going deep into the level of strategy development and management implementation.

Tavakolmia et al. (2016) used Porter's theory to study how sports tourism destinations can attract high-end tourists through differentiation strategies to enhance the competitiveness of tourism destination differentiation in the global market. The researchers believe that sports tourism enterprises should improve their ability to survive in a fierce market by establishing competitive strengths.

Thanh (2018) explored in their research how to enhance the attractiveness and market competitiveness of sports tourism destinations by integrating cultural and natural resources. The application of RBV theory has promoted the research from descriptive analysis of sports tourism phenomena to in-depth exploration of resource management and capability development, providing a more solid theoretical foundation for sports tourism management.

Vitale and Liu (2020) showed that sports tourism enterprises can enter untapped markets by developing unique tourism products and services, thereby avoiding fierce competition in traditional markets. This theory provides a new perspective on how sports tourism enterprises can achieve sustainable development in a fiercely competitive market, especially in seeking new market opportunities and growth space in the global market.

Drastichová (Drastichová, 2024) focused on the deep integration of sports activities and culture in sports tourism management. It points out that sports activities are the core carrier of sports tourism, and culture is the key core to enhance experiential value. In management practice, it is necessary to integrate regional cultural elements into sports event design, activity processes, and scene creation, create immersive experiences, and achieve the organic integration of sports activities and local culture.

In summary, foreign sports tourism management research has gradually developed from the initial theoretical exploration to a multidisciplinary field of study. Researchers continue to enrich and deepen the theoretical framework of sports tourism management. These studies not only promote the academic development of sports tourism management, but also provide a scientific basis for practical planning and management.

2.9 Research theoretical framework

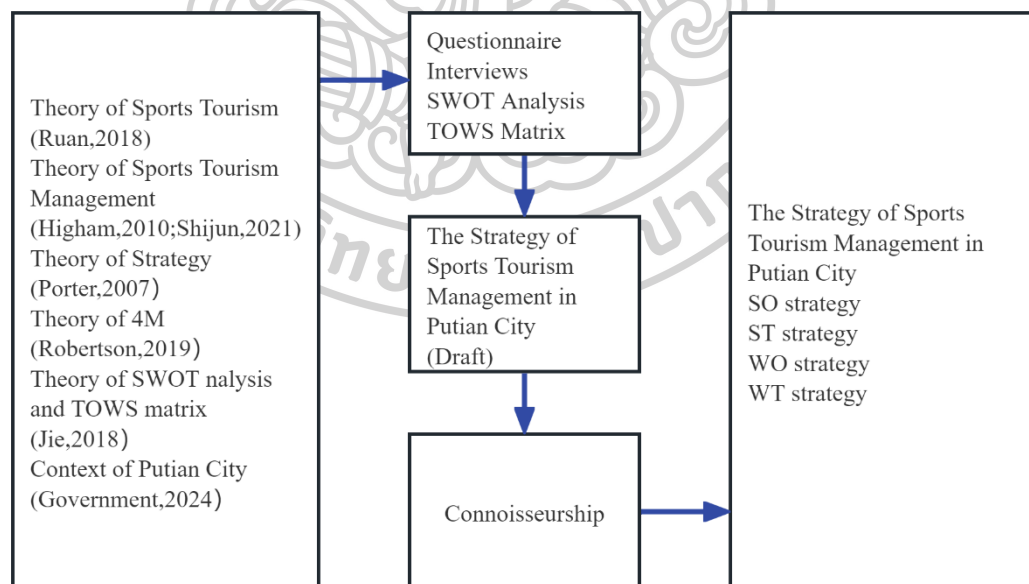


Figure 2 Research theoretical framework

Chapter III

Research Methodology

The content of this article is the strategy of sports tourism management in Putian City, aims to study the current situation of sports tourism management in Putian City, develop sports tourism management strategies in Putian City, and validate the feasibility of sports tourism management strategies in Putian City. This article will adopt the research and development (R&D) research method, by organizing literature and conducting a questionnaire survey of tourists, in combination with the research purpose and theoretical framework of this study.

3.1 Research methods

This study adopts the research and development (R&D) research methods. Quantitative research includes collecting data using questionnaires, and qualitative research includes collecting data using interviews.

(1) Questionnaire survey method

Mainly conduct a questionnaire survey on tourists in 5 tourist attractions in Putian City to understand the basic situation and satisfaction of tourists.

(2) Interview method

Mainly conduct interviews with sports tourism practitioners, government staff, managers and staff of 5 tourist attractions in Putian City to further understand the current situation of sports tourism management in Putian City and develop strategies for sports tourism management in Putian City.

3.2 Research area

Putian City, located in the central coastal area of Fujian Province, has abundant rainfall and humid climate, and is a typical subtropical marine monsoon climate. There are mountains crisscrossing and hills undulating in the territory, as well as many peninsulas, harbors and islands. There are abundant water resources and a developed water system. Most of the rivers in the territory flow from northwest to east and south, with a total area of 4,127.7 square kilometers. As of July 2023, the city has 4 districts and 1 county. As of the end of 2023, the city's permanent population is 3.179 million.

Meizhou Island, Putian City, is known as the "hometown of Mazu" and is one of the core cities for the global dissemination of Mazu culture. It attracts a large number of believers and tourists from home and abroad to make pilgrimages every year. Putian City has Meizhou Island National Resort and Tourism Area (National 5A Scenic Area), Nan Shaolin Temple, Shouxi Park (National 4A Scenic Area), Jiuli Lake Scenic Area (National 4A Scenic Area) and Jiulong Valley Scenic Area (National 4A Scenic Area).

and other tourist attractions. This study will take the above 5 tourist attractions as the research objects, aiming to study the current situation of sports tourism management in Putian City, develop sports tourism management strategies and validate the feasibility of the strategies, improve the management system, and promote the sustainable development of sports tourism in Putian City.

3.3 Population and sample of the study

3.3.1 Population

The overall population of this study includes all domestic and foreign tourists, sports tourism service providers and relevant government staff in Putian City, totaling about 1.43 million people. (Putian Municipal Bureau of Culture and Tourism, 2024)

3.3.2 Sample

(1) The stratified sampling method was used to select domestic and foreign tourists who came to Putian City for tourism. The sampling was conducted at 5 tourist attractions in Putian City, with 80 tourists selected from each tourist attraction, for a total of 400 tourists. (Krejcie and Morgan, 1970)

(2) Select key informants by using purposive sampling. 15 key interviewees were selected from the sports tourism service providers and relevant government staff in Putian City as the interview sample for this study, including 10 sports tourism service providers and 5 relevant government staff.

3.4 Research process

This study adopts the R&D research method, which is a mixed research method combining quantitative research with qualitative research. The research process is divided into the following 4 steps:

R1: Study the current situation of sports tourism management in Putian City.

(1) Review relevant literature and summarize relevant theories of sports tourism management as a guide for developing qualitative and quantitative research tools.

(2) Questionnaire surveys were conducted on tourists at 5 tourist attractions in Putian City. Stratified sampling was used to select 80 tourists from each tourist attraction, and a total of 400 tourists were selected as the sample group of this study.

(3) Interviews were conducted with sports tourism practitioners, relevant government staff and tourist attraction management personnel in Putian City. Stratified sampling was used to select 15 people as the sample group of this study.

(4) Analyzing the quantitative data and qualitative data by SWOT analysis to find out the strengths, weaknesses, opportunities and threats of sports tourism in Putian City, then conduct all the data by the TOWS matrix.

D1: To develop sports tourism management strategy for Putian City.

According to the results of the TOWS matrix analysis, SO, ST, WO and WT strategies are proposed for developing sports tourism in Putian City.

R2: To validate the feasibility of Putian City's sports tourism management strategy by Connoisseurship.

This study uses the connoisseurship and adopts stratified sampling to select experts to participate in the connoisseurship. Including 9 experts in the field of sports tourism management, including 4 university scholars, 2 government officials, 2 tourist area managers, and 1 senior guide. Organize a connoisseurship meeting to study Putian City's sports tourism management strategy in D1.

D2: According to the suggestions of R2 experts, modify the proposed strategy and improve Putian City's sports tourism management strategy.

The whole research flow chart is shown below:

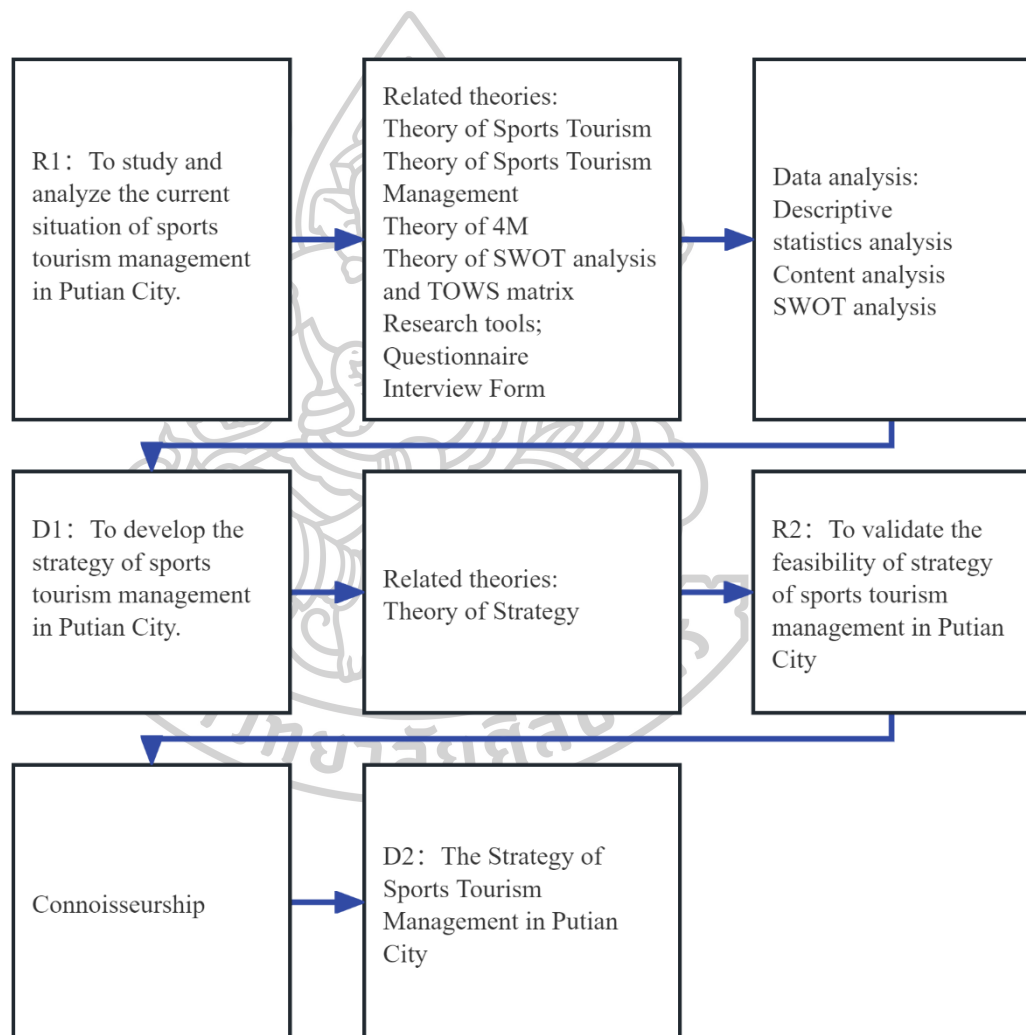


Figure 3 Research flow chart

3.5 Research tools

3.5.1 Questionnaire

According to the expert review and modification opinions, the " Questionnaire on

the Current Status of Sports Tourism Management in Putian City " was compiled, and a simple random sampling method was used to investigate the status of Putian City Sports Tourism Management. The questionnaire compilation process is as follows:

Step 1: Organize and analyze the relevant literature, concepts, theories and research on sports tourism management in Putian City

Step 2: Develop a questionnaire on the current status of sports tourism management in Putian City, and send the questionnaire to the thesis instructor, who reviews and modifies the questionnaire content based on the opinions.

Step 3: Three experts tested the Item-Objective Congruence (IOC) of the questionnaire, the Index of Item- Objective Congruence (IOC) was 0.66 to 1.00.

Step 4: Modify the questionnaire according to expert suggestions.

Step 5: Conduct a preliminary survey on 30 tourists and use Conbach's Alpha coefficient to test the reliability of the questionnaire. The test shows that the Conbach's Alpha coefficient is 0.86.

Step 6: Distribute the questionnaire to 415 tourists from 5 tourist attractions in Putian City for investigation. 403 questionnaires were collected, with a response rate of 96.4%. After validity testing, 400 questionnaires can be used.

3.5.2 Interview Form

According to the expert validation and modification opinions, the "Interview Form of Participants in Sports Tourism Management in Putian City" was compiled. The snowball sampling method was used to determine the expert interviewees to lay the foundation for the proposal of preliminary strategies. The first part of the interview form is to understand the basic situation of the interviewees, and the second part is to understand the interviewees' relevant situation in Putian City's sports tourism management. The construction process of the interview form is as follows:

Step 1: According to the needs of the survey, based on the current situation of sports tourism management in Putian City, design an interview form.

Step 2: Construct an interview form for strategy of sports tourism management in Putian City, and send the interview form to the thesis instructor, who will review and modify the interview content according to the suggestions.

Step 3: Three experts conducted an Item-Objective Congruence (IOC) test on the interview form. The Index of Item-Objective Congruence (IOC) was 0.66 to 1.00.

Step 4: Modify the interview form according to expert suggestions.

Step 5: Determine the interviewees according to the research needs. In order to better improve the accuracy of the interview data and the quality of the interview, conduct targeted interviews based on the different ages, genders, education, occupations and other characteristics of the interviewed sports tourism management experts and managers. Use stratified sampling to select interviewees to ensure the credibility of the interview sample. Contact the interview location in advance and send the interview content. The interview methods are divided into on-site interviews and

online interviews. A total of 15 interviewees were interviewed.

3.6 Data collection

3.6.1 Questionnaire Survey

The researchers explained the samples involved in the research project and developed the "Survey Questionnaire on the Current Situation of Sports Tourism Management in Putian City", which obtained the questionnaire management license. From February to March 2025, the researchers distributed and collected questionnaires to five sports tourism scenic spots in Putian City, with a total of 415 questionnaires distributed and 403 collected. After checking the accuracy of the collected questionnaires, the final number of valid questionnaires was 400, with an effective response rate of 96.4%.

3.6.2 Interview

- 1) Analyze the sports tourism management strategy of Putian City.
- 2) Set the qualification conditions for the structured interview subjects of Putian City sports tourism management personnel.
- 3) Select qualified interviewees, and the researcher screens the interviewees who voluntarily participate in the interview.
- 4) Conduct the interview according to the steps.

3.7 Data analysis

(1) Descriptive statistical analysis was mainly used to analyze the data collected by questionnaire survey, including mean, standard deviation, frequency and percentage.

(2) Content analysis was mainly used to analyze the data collected by interview.

(3) SWOT analysis was used to analyze the results of the above data to determine the strengths, weaknesses, opportunities and threats of the current situation of sports tourism management in Putian City, and to develop the sports tourism management strategy of Putian City in combination with expert interviews.

Chapter IV

Data Analysis and Results

The content of this article is the strategy of sports tourism management in Putian City, and it aims to explore the current situation of sports tourism management in Putian City and propose development strategies for sports tourism management. Through the implementation and adjustment of strategies, the attractiveness and benefits of sports tourism in Putian City can be increased. This chapter first uses descriptive statistics to analyze the questionnaire data related to sports tourism management, and then uses content analysis to qualitatively analyze the interview data. This study uses SWOT analysis to analyze the strengths, weaknesses, opportunities and threats of sports tourism management in Putian City. Based on the results of SWOT analysis, the TOWS matrix is further applied to propose specific strategies suitable for sports tourism management in Putian City, including the ST strategy of using strengths to counter threats, the SO strategy of using strengths to seize opportunities, the WO strategy of transforming strengths and seizing opportunities, and the WT strategy of mitigating strengths and avoiding threats. Then, in order to verify the feasibility of these strategies, a panel connoisseurship consisting of 9 experts was organized, and the strategies were adjusted accordingly based on the discussion and validation of the experts. Finally, in order to further validate the effectiveness of the strategies, 15 people related to sports tourism management in Putian City were interviewed to collect their feedback and recommendations on the strategies, and the final sports tourism management strategy was re-validated. This chapter is divided into 3 parts:

1. The current situation of sports tourism management
2. Development of strategy for sports tourism management
3. Validation of the feasibility of the sports tourism management strategy

4.1 The current situation of sports tourism management in Putian City

In order to study the current status of sports tourism management development in Putian City, this study first conducted a questionnaire survey on 400 tourists who traveled to Putian City for sports tourism, aiming to collect quantitative data on their basic information, tourist behavior and tourism experience. Then, the study conducted in-depth interviews with managers and staff of major sports tourism attractions in Putian City (3 people), local residents around the attractions (2 people), managers of

sports tourism-related enterprises (3 people), local tour guides (2 people) and relevant staff of the Putian City Sports Tourism Bureau (5 people) to collect quantitative data.

4.1.1 Results on the questionnaire survey of sports tourism management

In order to investigate the current situation of sports tourism management in Putian City, this study conducted field surveys on 5 sports tourism attractions in Putian City, distributed 415 questionnaires, and collected 400 valid questionnaires, with a questionnaire efficiency of 96.4%. This study analyzes the results from 5 aspects: basic information of tourists, behavior of sports tourism tourists, current status of sports tourism resource management, current status and overall situation of sports tourism service management, and suggestions.

(1) Basic information

In the basic information of tourists, this paper will sort out the tourists' gender, age, education, occupation, monthly income, travel departure place, sports tourism expenses, and frequency of sports tourism activities. The detailed information is shown in Table 1 below.

Table 1 Basic information

(n=400)

Content	Choice	f	Percentage
1.Gender	Male	205	51.3%
	Female	195	48.7%
2.Age	21-35 years old	152	38%
	36-50 years old	112	28%
	51-65 years old	70	17.5%
	Under 20 years old	42	10.5%
	Over 66 years old	24	6%
3.Education level	Bachelor degree	149	37.3%
	College degree	112	28%
	High school and below	103	25.7%
	Master degree and above	36	9%
4.Occupation	Business manager	72	18%
	Self-employed	70	17.5%
	Freelancer	70	17.5%

Content	Choice	f	Percentage
4.Occupation	Student	63	15.7%
	Civil service personnel	48	12%
	Government personnel	33	8.3%
	Retired	30	7.5%
	Other	14	3.5%
5.Tourist from	Other provinces (Guangdong Province, Zhejiang Province, Jiangxi Province)	149	37.2%
	Putian City	141	35.3%
	Fujian Province (except Putian City)	110	27.5%
6.Time of participation in sports tourism	4-5 times per year	156	39%
	2-3 times per year	124	31%
	Once a year or less	80	20%
	More than 5 times per year	40	10%
7.Monthly income (RMB)	5,001-10,000	167	41.7%
	Less than 5,000	104	26%
	10,001-15,000	69	17.3%
	15,001-20,000	38	9.5%
	More than 20,000	22	5.5%
8.Sports tourism activities expenses (RMB)	2,001-4,000	137	34.3%
	4,001-6,00	97	24.3%
	Less than 2,000	83	20.7%
	6,001-8,000	65	16.2%
	More than 8,000	18	4.5%

As shown in Table 1, among the tourists who visited the 5 sports tourism attractions in Putian City:

Males accounted for 51.3% of the interviewees and females accounted for 48.7%, indicating that the gender distribution of tourists was balanced.

The age group of 21-35 years old accounted for the highest proportion, at 38%, indicating that young people were the main tourists. Other age groups included those under 20 years old (10.5%), 36-50 years old (28%), 51-65 years old (17.5%), and over 66 years old (6%).

Among the tourists, those with a bachelor's degree or above were the most (37.3%), followed by those with a college degree or above (28%), those with a high school degree or below (25.7%), and those with a master's degree or above (9%).

The occupational backgrounds of tourists were diverse, with corporate managers (18%), self-employed individuals (17.5%), students (15.7%), and civil servants (12%) accounting for a large proportion.

35.3% of tourists came from Putian City, 27.5% from other parts of Fujian Province, and 37.2% from other provinces such as Guangdong, Zhejiang, and Jiangxi, indicating that there is a mixture of local tourists and tourists from surrounding areas, with more tourists from the province than from outside the province.

Most tourists visit 4-5 times a year (39%), followed by 2-3 times (31%), once a year or less (20%), and more than 5 times (10%).

Most tourists (41.7%) have a monthly income of RMB 5,001-10,000, followed by less than RMB 5,000 (26%) and RMB 10,001-15,000 (17.3%).

The majority of tourists spent RMB 2,001-4,000 on sports tourism activities (34.3%), a smaller proportion of tourists spent less than RMB 2,000 (20.7%), followed by tourists spending RMB 4,001-6,000 (24.3%), then tourists spending less than RMB 2,000 (20.7%), RMB 6,001-8,000 (16.2%), and finally, tourists spending more than RMB 8,000 spent the least (4.5%).

(2) Tourist behavior

Regarding the behavior of tourists in Putian City, the author mainly investigated the duration of tourists' travel, travel purposes, channels of understanding, activities and projects they want to experience, factors that affect tourists' choice of attractions, and price forms in attracting tourists. The details are shown in Table 2.

Table 2 Sports tourism tourist behavior

(n=400)

Content	Choice	f	Percentage
9.Duration of tourist trip	1-2 days	172	43%
	3-5 days	100	25%
	More than 5 days	65	16.3%

Content	Choice	f	Percentage
	Within 1 day	63	15.7%
10.Travel purpose (*)	Learning sports	340	24.4%
	Participating in sports events	309	22.2%
	Watching sports events	302	21.6%
	Leisure and entertainment	214	15.3%
	Historical and cultural pilgrimage	207	14.8%
	Others	23	1.7%
11.Participate in tourism projects(*)	Leisure and fitness activities (such as yoga and Tai Chi)	311	32.7%
	Water sports (such as sailing, swimming)	247	26%
	Competitive events (such as marathons, dragon boat races)	194	20.4%
	Mountain sports (such as hiking)	169	17.8%
	Others	29	3.1%
12.Channels to learn about sports tourism (*)	Social media	345	37.3%
	Official tourism websites	202	21.8%
	Advertisements	201	21.7%
	Recommendations from relatives and friends	154	16.6%
	Others	23	2.6%
13.Experience sports tourism activities(*)	Religious pilgrimage activities	285	28.1%
	Traditional sports activities	216	21.2%
	Emerging sports activities	195	19.2%
	Historical and cultural activities	166	16.3%

Content	Choice	f	Percentage
	Ancestral temple worship activities	154	15.2%
14.Factors that influence tourists' choices (*)	Natural environment	344	28%
	Traffic conditions	294	23.9%
	Catering conditions	257	20.9%
	Safety conditions	170	13.9%
	Scenic area services	163	13.3%
15.Price form to attract tourists (*)	Free	230	32.9%
	Package tickets	291	27.9%
	Low price	343	22.1%
	Discount	177	17.1%

Note: (*) This option is a multiple choice question

As shown in Table 2, among the tourists who visited the 5 sports tourism attractions in Putian City:

1-2 days of travel was the most common, accounting for 43%. 3-5 days of travel duration accounted for 25%. 1-5 days of travel time accounted for 68% of the total tourists. This shows that tourists prefer short-term travel.

Watching sports events (21.6%), participating in sports activities (22.2%) and learning sports skills (24.4%) were the 3 main travel purposes of tourists, showing the importance of sports activities in travel. Entertainment and leisure (15.3%) and historical and cultural pilgrimage (14.8%) were also important travel motivations.

When choosing sports tourism projects, leisure and fitness activities such as yoga and Tai Chi were the most popular, accounting for 32.7%. Water sports (26%) and competitive activities (20.4%) also showed a high participation rate. Mountain sports were relatively rare, accounting for 17.8%.

Tourists mainly obtain sports tourism information in Putian City through social media (37.3%), official tourism websites (21.8%), and advertisements (21.7%). Family and friend recommendations account for 16.6%, relatively less.

Tourists want to participate in religious pilgrimage activities with a high proportion (28.1%), which shows the importance of religious and cultural activities in sports tourism. Traditional sports activities and emerging sports activities also have good participation rates, at 21.2% and 19.2% respectively.

Among the factors that influence tourists to choose Putian City as a sports tourism destination, natural environment (28%) and transportation conditions (23.9%)

are the main factors considered by tourists when choosing a tourist destination. Catering conditions and safety conditions are also important considerations, accounting for 20.9% and 13.9% respectively.

The price form that tourists prefer is free, accounting for 32.9%. In addition, low price and package price forms are also the price forms that tourists prefer, accounting for 22.1% and 27.9% respectively.

(3) Current situation of sports tourism management

The author will mainly study the current situation of sports tourism management in Putian City from 2 main aspects: the development and management of sports tourism resources and sports tourism activities. The development and management of sports tourism resources mainly investigated tourists' opinions on 4 aspects: natural environment, transportation conditions, venue construction, and infrastructure configuration. Sports tourism activities mainly summarize tourists' views on sports tourism activities, sports culture, and sports events. As shown in Table 3.

Table 3 The current situation of sports tourism management in Putian City

(n=400)

Content	Mean	S.D.
Development and management of sports tourism resources		
16.Your opinion on the natural environment	3.57	1.074
17.Your opinion on the traffic conditions	3.26	1.033
18.Your opinion on the venue construction	2.35	1.182
19.Your opinion on the infrastructure	3.54	1.010
Current situation of sports tourism activity management		
20.Your opinion on the sport tourism activities	3.22	1.124
21.Your opinion on the sports culture	3.48	1.130
22.Your opinion on the sports events	2.30	1.085

Table 3 shows the current situation of sports tourism management in Putian City. This article uses an average value of 2.50 as a classification criterion to divide strengths, weaknesses, opportunities, and threats. Those with an average value above 2.50 are classified as strengths and opportunities, while those with an average value below 2.50 are classified as weaknesses and threats. (Weed, 2005) Among them,

tourists' opinions on the development and management of sports tourism resources show that, in terms of the mean and standard deviation of all verified information, their views on the natural environment (mean=3.57, S.D.=1.074), traffic conditions (mean=3.26, S.D.=1.033), and infrastructure (mean=3.33, S.D.=1.010) are all higher than 2.50. Therefore, the above projects are classified as the intensity of the current development and management status of sports tourism resources in Putian City. Your opinion on venue construction (mean=2.35, S.D.=1.182) is below 2.50. Therefore, the above projects are classified as weak links in the current situation of sports tourism management in Putian City.

In terms of the mean and standard deviation of all verified information, your views on sports tourism activities (mean=3.22, S.D.=1.124) and sports culture (mean=3.48, S.D.=1.130) are both above 2.50 in terms of tourists' perceptions of sports tourism and event management. Therefore, the above projects are classified as the intensity of the current management status of sports tourism activities in Putian City. Your opinion on sports events (mean=2.30, S.D.=1.085) is below 2.50. Therefore, the above projects are classified as weak links in the current management of sports tourism activities in Putian City.

(4) The current situation of sports tourism services

The author will study the current situation of sports tourism services in Putian City from 2 main aspects: sports tourism services and the role of the government in promoting sports tourism. Sports tourism services mainly surveyed tourists' opinions on staff services, tour guide services, tourist attraction signage, restaurant services, restaurant hygiene, menu prices, hotel accommodation services, hotel hygiene, hotel prices, and sports tourism activity reservation services. The role of the government and the promotion of sports tourism mainly investigated tourists' opinions on emergency safety services in tourist attractions, local residents' hospitality, sports tourism operators, sports tourism souvenirs, and government safety regulations. As shown in Table 4.

Table 4 The current situation of sports tourism services

(n=400)

Content	Mean	S.D.
The current status of sports tourism services		
23.Your opinion on the event staff services	2.97	1.164
24.Your opinion on the tour guide services	2.21	1.081
25.Your opinion on the tourist attraction signs	3.18	1.104
26.Your opinion on the restaurant services	2.83	1.143

The current status of sports tourism services		
27. Your opinion on the restaurant hygiene	3.54	1.086
28. Your opinion on the menu prices	2.47	1.077
29. Your opinion on the hotel accommodation	2.75	1.141
30. Your opinion on the hotel hygiene	3.47	1.158
31. Your opinion on the hotel prices	2.45	1.282
32. Your opinion on the sports tourism activity booking services	3.04	1.164
33. Your opinion on the scenic area's emergency safety services	2.24	1.182
34. Your opinion on the hospitality of local residents	2.61	1.206
35. Your opinion on the sports tourism operator	2.38	1.089
36. Your opinion on the sports tourism souvenirs	2.43	1.257
Government promotion		
37. Your opinion on the government's promotion of sports tourism	3.12	1.043
38. Your opinion on the government safety regulation	2.17	1.152

Table 4 shows tourists' verification of sports tourism services in Putian City. This article uses an average value of 2.50 as a classification criterion to divide strengths, weaknesses, opportunities, and threats. Those with an average value above 2.50 are classified as strengths and opportunities, while those with an average value below 2.50 are classified as weaknesses and threats. In terms of the mean and standard deviation of all verified information regarding the current status of sports tourism services in Putian City, your average values for employee services (mean=2.97, S.D.=1.164), attraction signage (mean=3.18, S.D.=1.104), restaurant services (mean=2.83, S.D.=1.143), restaurant hygiene (mean=3.54, S.D.=1.086), hotel environment (mean=2.75, S.D.=1.141), hotel hygiene (mean=3.47, S.D.=1.158),

sports tourism booking services (mean=3.04, S.D.=1.164), and your perception of the enthusiastic service of local residents (mean=2.61, S.D.=1.206) are higher than the average values. 2.50. Therefore, the above project is classified as an advantage of the current status of sports tourism services in Putian City. Your opinions on tour guide services (mean=2.21, S.D.=1.081), menu prices (mean=2.47, S.D.=1.077), hotel prices (mean=4.45, S.D.=1.282), tourist attractions (average=2.24, S.D.=1.182), sports tourism operators (mean=2.38, S.D.=1.089), and sports tourism souvenirs (mean=2.43, S.D.=1.257) are all below 2.50. Therefore, the above projects are classified as weak links in the current situation of sports tourism services in Putian City.

In the verification of tourists' understanding of the role of Putian Municipal Government and the current status of sports tourism promotion. In terms of the mean and standard deviation of all verification information, your push for government (mean=3.12, S.D.=1.403) exceeds 2.50. Therefore, the above project is classified as an advantage of the current status of sports tourism services in Putian City. Your opinions on emergency safety services for government safety regulation (mean=2.17, S.D.=1.152) are all below 2.50. Therefore, the above projects are classified as weak links in the current situation of sports tourism services in Putian City.

(5) Overall situation and suggestions

The author will study the current situation of sports tourism management in Putian City from the overall situation and suggestions of sports tourism management in Putian City. The overall opinions of sports tourism management in Putian City by tourists is as follows:

In the overall validation of tourists' understanding of sports tourism management in Putian City. This article uses an average value of 2.50 as a classification criterion to divide strengths, weaknesses, opportunities, and threats. Those with an average value above 2.50 are classified as strengths and opportunities, while those with an average value below 2.50 are classified as weaknesses and threats. Based on the mean and standard deviation of all verification information, your opinion on the overall situation of sports tourism management in Putian City (mean=2.77, S.D.=1.094) exceeds 2.50. Therefore, the above projects are classified as the comprehensive strength of sports tourism management in Putian City.

Suggestions from tourists on opportunities and challenges for the development of sports tourism in Putian City by organizing the 40th question of the questionnaire, it was found that the respondents mainly answered questions related to sports tourism resources, local cultural resources, sports tourism specialty products, location strengths, sports tourism talent situation, scenic area management issues, and natural risks.

After detailed organization, it was summarized that the development of sports tourism in Putian City includes 9 opportunities and 8 threats.

The main opportunities include: Mazu culture on Meizhou Island, island sports tourism, short video and self-media promotion, government publicity support, basketball sports foundation (hometown of basketball), sports event hosting, South Shaolin martial arts culture, application of tourism intelligent technology, and location strengths near Fuzhou, Quanzhou, and Xiamen. The main threats include: insufficient talent in the sports tourism industry, homogenization of popular online attractions, lack of sports event resources, inadequate emergency rescue equipment and capabilities in tourist attractions, significant impact from natural disasters such as typhoons and landslides, inadequate development of tourist souvenirs, need for improvement in tourist attraction management and service levels, insufficient accommodation prices and hygiene conditions.

(6) Summary

In summary, according to the results of the questionnaire survey, tourists are generally positive about the management of sports tourism in Putian City, but some shortcoming remains. This article will summarize the questionnaire results from five aspects, and then identify the strengths, weaknesses, opportunities, and threats of sports tourism development Putian City.

1. Tourists' subjective factors

The first part of questionnaire survey shows that the gender of tourists participating in sports tourism in Putian City is relatively balanced. The largest age group is 21-35 years old, accounting for 38%, followed by 36-50 years old, accounting for 28%. These two age groups may be the main force of sports tourism. The least are under 20 years old, accounting for only 10.5%, indicating that the participation of the younger generation is relatively low. Bachelor's degree tourists account for 37.25%, which is the largest educational level, followed by college degree, accounting for 28%, indicating that people with higher education are more inclined to participate in sports tourism. Diverse professional backgrounds, including corporate managers accounting for 18%, students accounting for 15.75%, and individual business owners and freelancers accounting for 17.5% each. 35.25% of tourists are from Putian City, indicating that local residents are also actively involved in sports tourism. The remaining tourists from Fujian Province and outside account for 64.75%, indicating that Putian City has a large attraction for foreign tourists. 39% of tourists participate in 4 - 5 sports tourism activities each year, indicating a high degree of participation. Only 20% participate once a year or less, indicating that there is a certain fixed tourist group. 41.75% of tourists have a monthly income between RMB 5,001 and RMB 10,000, indicating that sports tourism may be more popular among the middle-income group. 34.25% of tourists spend a mean of RMB 2,001-4,000 on sports tourism, accounting for the highest proportion, followed by 24.25% with a mean of RMB 4,001-6,000.

2. Tourist behavior

According to the organization of the second part of the survey questionnaire, it can be concluded that:

Most tourists (43%) stay for 1-2 days, indicating that Putian City's sports tourism appeal may be limited to short-term visits.

The main purposes of tourists are to learn sports (85%), participate in sports events (77.25%), and watch sports events (75.5%). This reflects that Putian City's sports tourism is mainly attractive for participation and watching.

The highest intention to participate in leisure and fitness activities (such as yoga and Tai Chi) is 77.75%, followed by water sports (61.75%). This shows that Putian City's sports tourism has the potential to develop diversified projects.

Social media is the main channel for obtaining information (86.25%), indicating that digital marketing is crucial to the promotion of Putian City's sports tourism.

Religious pilgrimage activities (71.25%) and traditional sports activities (54%) are highly concerned by tourists, indicating that Putian City has strengths in combining sports and culture.

The natural environment (86%) and traffic conditions (73.5%) are the aspects that tourists pay most attention to, indicating the importance of infrastructure and environmental protection.

The price form that tourists prefer is free, accounting for 32.9%. In addition, low price and package price forms are also the price forms that tourists prefer, accounting for 22.1% and 27.9% respectively.

3. Current situation of sports tourism management

According to the organization of the third part of the survey questionnaire, the following conclusions can be drawn:

The development and management of sports tourism in Putian City have the following strengths: 1) Putian City has a good natural environment (mean=3.57). 2) The infrastructure is relatively complete (mean=3.54). 3) The transportation conditions are relatively convenient (mean=3.26). The management of sports tourism in Putian City has the following shortcomings: 1) The construction of sports venues needs improvement (mean=2.35). The main problem is insufficient space or outdated facilities.

The current situation of sports and tourism activity management in Putian City can be summarized as follows: its strength mainly includes: 1) rich sports culture to enhance tourism experience. 2) Sports tourism activities that attract tourists. The main weaknesses include: 1) limited quantity and quality of organized sports events.

In summary, although Putian City has a strong sports tourism infrastructure, including natural assets, infrastructure, cultural resources, and diverse activities, significant improvements are needed in venue development and event organization to strengthen the overall sports tourism management system.

4. Current situation of sports tourism service management

According to survey data, the current situation of sports tourism services in Putian City can be summarized as follows:

The main strengths include: 1) Good restaurant hygiene conditions (mean=3.54) 2) Good hotel hygiene conditions with relatively high menu prices (mean =2.47)

The current situation of the role of Putian City Municipal Government and the promotion of sports tourism can be summarized as follows:

The main strengths include: 1) The government vigorously promotes sports tourism (mean=3.12) 2) Local residents are hospitable (mean=2.61) The main weaknesses include: 1) Insufficient government safety supervision (mean=2.17) 2) Incomplete emergency safety services in tourist attractions (mean=2.24) 3) The service quality of sports tourism operators needs to be improved (mean=2.38) 4) Lack of distinctive features in sports tourism souvenirs (mean=2.43)

In summary, the development of sports tourism in Putian City presents a significant feature of "solid hardware foundation, but software services need to be improved": It performs well in hardware aspects such as natural environment (mean=3.57), infrastructure (mean=3.54), and hygiene conditions (mean restaurant hygiene=3.54, mean hotel hygiene=3.47). The government's promotion work (mean=3.12) and resident friendliness (mean=2.61) have also been recognized; However, there are significant shortcomings. In terms of professional service level, especially in the quality of tour guide services (mean=2.21), government safety supervision (mean =2.17), and emergency services for tourist attractions (mean=2.24). Meanwhile, the pricing system (mean hotel price of 2.45/mean restaurant price of 2.47), sports venue construction (mean=2.35), and event organization (mean=2.30) still need improvement.

5. Overall situation and suggestions for sports tourism management

According to the survey data, the mean overall validation of sports tourism management in Putian City by tourists is 2.77 (S.D.=1.094), exceeding the benchmark of 2.50. This indicates that the overall level of sports tourism management in Putian City is above mean and has received basic recognition from tourists.

According to the sorting of question 40 in the survey questionnaire, it can be concluded that:

Opportunities for the development of sports tourism management in Putian City: (1) Putian City can enhance the cultural characteristics and attractiveness of sports tourism through the Mazu cultural resources on Meizhou Island. (2) Island sports tourism can rely on marine resources to develop a sports tourism model that combines leisure and sports. (3) The widespread dissemination potential of short videos and self-media platforms can help quickly enhance the visibility of urban sports tourism. (4) The government's promotion and support provide policy guarantees for the brand building and market promotion of sports tourism. (5) The profound sports foundation

of the "hometown of basketball" can be transformed into characteristic sports tourism activities, attracting a group of basketball enthusiasts. (6) Hosting diverse sports events can attract tourists and enhance the vitality of urban sports tourism. (7) The inheritance and display of Southern Shaolin martial arts culture can create unique martial arts themed tourism products. (8) The application of intelligent technology in tourism can enhance tourist experience, optimize scenic area management and service efficiency. (9) The geographical location of Putian City, adjacent to Fuzhou, Quanzhou, and Xiamen, facilitates linkage with surrounding cities and forms a regional tourism synergy effect.

Threats for the development of sports tourism management in Putian City: (1) The shortage of sports tourism professionals may affect the professional development of sports tourism. (2) The homogenization of popular online attractions has weakened the uniqueness and competitiveness of Putian City's tourism products. (3) The scarcity of sports event resources makes it difficult to sustainably increase tourist participation and tourism attractiveness. (4) Insufficient emergency rescue capabilities related to water sports in tourist attraction pose safety hazards, which may affect tourists' confidence. (5) The risks of natural disasters such as typhoons and landslides pose a threat to tourism infrastructure and tourist safety. (6) The insufficient development of tourist souvenirs has led to limited extension of the industrial chain, making it difficult to meet the consumption needs of tourists. (7) The need to improve the management level of tourist attractions may lead to problems such as disorder or decreased service experience. (8) The issues of high accommodation prices and poor hygiene conditions may reduce tourist satisfaction and willingness to revisit.

4.1.2 Interview analysis on the current situation of sports tourism management

The author interviewed 15 personnel related to sports tourism in Putian City, including 3 managers and staff of sports tourism tourist attractions, 2 local residents around the tourist attractions, 3 managers of sports tourism related enterprises, 2 local tour guides, and 5 staff of Putian City Sports Tourism Bureau, in order to fully understand the current situation of sports tourism management in Putian City. The detailed information of the interviewees can be found in the appendix.

The author will divide the 10 questions in the interview form into 3 parts for analysis. The 3 parts respectively discuss the current situation of sports tourism resource management in Putian City, the current situation of sports tourism service management in Putian City, and the suggestions and summaries of tourists on sports tourism management. Among them, the management of sports tourism resources in Putian City includes 2 aspects: the development and management of sports tourism resources and sports tourism activities. The current situation of sports tourism services includes 2 aspects: sports tourism services and the role of the government in promoting sports tourism.

(1) Current situation of sports tourism resources

1. Development and management of sports tourism resources

Researchers collected the opinions of 15 respondents on the current situation of sports tourism development and management in Putian City. (Interview questions 3 and 4) Most people's answers include the following aspects: strengthening the development and protection of cultural resources, developing new sports tourism routes, the government should strengthen management and publicity, enhance infrastructure construction and maintenance, and cultivate sports tourism professionals. Therefore, the analysis of the development and management of sports tourism resources in Putian City is as follows:

Opinion 1: Rich and unique cultural resources, Mazu culture, Southern Shaolin martial arts, etc. have international influence (Interviewees 3/4/7/8)

Opinion 2: Natural resources are superior, and tourist attractions such as Meizhou Island and Jiuli Lake are suitable for sports activities (Interviewees 2/4/5/14)

Opinion 3: Modern facilities are gradually improving, and new yacht docks and smart trails are being built to enhance reception capacity (Interviewees 3/6/7)

Opinion 4: Green technology is widely applied, and new energy ships and solar energy systems are recognized (Interviewees 3/7/13)

Opinion 5: Insufficient marketization and low participation of private capital (Interviewees 1/4)

Opinion 6: Insufficient maintenance of facilities and high damage rate of old community equipment (Interviewees 2/5/9/13)

Opinion 7: Uneven distribution of infrastructure and poor network signal in remote tourist attraction (Interviewees 4/7)

Opinion 8: High operating costs and rising ticket prices have led to tourist complaints (Interviewees 3/6)

Opinion 9: There is a conflict between commercialization and ecological protection (Interviewees 3/6/8)

Opinion 10: Rapid technological iteration poses a risk of equipment obsolescence (Interviewees 2/5/13)

2. Sports and tourism activities

Researchers have compiled responses from 15 interviewees (Interview question 5), whose opinions on the development of sports and tourism activities in Putian City include the following aspects: enhancing the brand and influence of sports and activities. To innovate and develop diversity in activities. Pay attention to promotion and marketing. We must vigorously develop supporting services and facilities. Improve safety and risk management, etc. Therefore, the management and construction of sports tourism activities in Putian City should be as follows:

Opinion1: The influence of brand activities is significant, with activities such as

the Mazu Marathon and the International Martial Arts Exchange Conference forming a strong brand effect. (Interviewees 1/3/8)

Opinion2: The integration and innovation of traditional culture, the combination of Mazu culture and traditional festivals with sports activities, enhances cultural attractiveness. (Interviewees 3/4)

Opinion3: Emerging experiences are popular, with a rich product line featuring high repurchase rate activities such as parent-child kayaking, sea gliding, and tail wave surfing. (Interviewees 12/13)

Opinion4: High citizen participation: Activities such as community square dancing and street basketball games enhance citizens' sense of participation. (Interviewees 5/10)

Opinion5: Differentiated brand building, developing a combination of "Mazu culture and Ocean sports" products, and combining intangible cultural heritage to design characteristic activities. (Interviewees 2/3/12)

Opinion6: Technology empowers experience, introducing VR scene experience and intelligent reservation system to optimize activity management. (Interviewees 12/13)

Opinion7: Market oriented cooperation model, exploring time-sharing leasing and tiered sponsorship cooperation models to reduce operational risks. (Interviewees 11/12)

(2) Sports tourism service management

1. Sports tourism services management

Researchers have compiled the answers of 15 respondents (Interview question 7), who believe that there are the following main problems with sports tourism services in Putian City: low international service level and limited foreign language services; Serious homogenization of services and lack of innovation; The types of tourism projects are single (such as rock climbing and water sports), and there are few professional sports tourism service personnel; Loose management of sports venue facilities; The efficiency of handling tourist complaints and suggestions is low. Therefore, the specific problems with sports tourism services in Putian City are as follows:

Problem1: The level of international service is insufficient. There is a severe shortage of multilingual tour guides and foreign language services, which rely on translation equipment and are prone to malfunctions, resulting in a poor experience for international tourists. (Interviewees 1/4/8/14)

Problem2: Serious homogenization of services, lack of innovation and professionalism. The types of tourism projects are single (such as rock climbing and water sports), and the safety standards are not unified; The natural education curriculum lacks a standardized system. (Interviewees 2/7/13)

Problem3: The shortage and loss of professional talents are prominent issues.

Insufficient cultivation of composite talents (such as "sports-tour guides") and talent outflow to first tier cities; There is a shortage of professional caregivers for high-risk activities. (Interviewees 2/6/7/11)

Problem4: Infrastructure management lags behind and there are deficiencies in supporting services. The opening hours of sports venues are mismatched with demand, resulting in a high rate of facility damage; The catering service is single and lacks healthy light food brands; AI customer service technology malfunctions frequently and complaint handling is inefficient. (Interviewees 5/7/12)

Problem5: The contradiction between ecological protection and commercialization has intensified. Short term behavior of enterprises damages the achievements of ecological restoration, and excessive commercialization of tourist attractions leads to the destruction of ecological atmosphere; Low price competition compresses profits, and there is a lack of hygiene supervision for vendors. (Interviewees 3/7/9/10)

2. Government Role and Sports Tourism Promotion

Researchers have compiled responses from 15 respondents (Interview Questions 6, 8, and 9) who believe that the main risks of sports tourism management in Putian City are: loose grassroots government management, incomplete emergency system construction, and a risk of shortage of sports tourism professionals. It is believed that the role of the government in the management of sports tourism in Putian City mainly includes policy development, resource integration, community services, qualification management of service personnel, service and policy innovation, as well as ecological and cultural protection. The opinions on promoting sports tourism in Putian City mainly include: vigorously promoting traditional sports culture, vigorously developing international cooperation, using short video platforms for promotion, the government should strengthen publicity and promotion, using big data to accurately promote specific groups, and carrying out regional cooperation. as follows:

Opinion 1: Establish special fund to support industrial development policies and coordinate resources from multiple departments (Interviewees 2/3/4/13)

Opinion 2: Open public facilities and provide community sports training (Interviewees 7/9/10)

Opinion 3: Set up industry standards and strengthen qualification management for practitioners (Interviewees 2/9/14)

Opinion 4: Promote "one-stop service" approval, build a data platform to optimize information sharing (Interviewees 3/5/6/8)

Opinion 5: Restricting development intensity through environmental regulations and striving for special policy pilots (Interviewees 6/8/11)

Opinion 6: Cultural IP and Government Enterprise Cooperation: The overseas tour of Mazu culture has achieved significant results, and we have jointly launched special products such as the "Mazu Marathon" (Interviewees 3/8/11/12)

Opinion 7: Diversified Marketing: Multiple measures including spontaneous sharing by residents, precise marketing in vertical fields, and international cooperation promotion (Interviewees 8/9/10/14)

Opinion 8: Insufficient execution of emergency plans: uneven execution capabilities at the grassroots level, insufficient training in special environmental rescue (Interviewees 1/3/4/6)

Opinion 9: Technical equipment defects: High false alarm rate in intelligent monitoring systems, inadequate safety facilities in old communities (Interviewees 8/9/12)

Opinion 10: Shortage of professional talents: insufficient lifeguards and high-risk activity companions, weak first aid capabilities of tour guides (Interviewees 7/10/13/14)

(3) Overall situation and suggestions

Researchers collected the opinions and suggestions of 15 respondents on the overall situation of sports tourism in Putian City (interview questions 1,2 and 10). They believe that Putian City has rich cultural tourism resources such as Mazu culture, Southern Shaolin martial arts, and abundant maritime sports tourism resources. However, there are deficiencies in infrastructure and public services. Their main suggestions are: creating a sports tourism circle within the province, constructing and developing maritime sports tourism, set up a sports tourism industry association, improving the quality of tour guide services as soon as possible, innovating and increasing different tourism products, and improving the tourism insurance system. The specific situation is as follows:

Opinion 1: Rich cultural resources, Mazu culture, Southern Shaolin martial arts and other cultural IPs have international influence (Interviewees 1/6/8)

Opinion 2: With superior natural resources, Meizhou Bay is suitable for high-end marine sports and abundant hot spring resources (Interviewees 3/13)

Opinion 3: The foundation of mass sports is solid, folk events are active, and the popularity of sports parks and fitness trails is high (Interviewees 2/9/10)

Opinion 4: Nighttime economic potential, emerging formats such as sports night markets and community sports spaces are gradually emerging (Interviewee 5)

Opinion 5: Infrastructure is outdated, scenic facilities are overloaded, old communities are slowly being renovated, and there is a lack of high-end sports and tourism venues. (Interviewees 4/5/7/9)

Opinion 6: Severe seasonal dependence: Winter resources are idle and overly dependent on tourism revenue (Interviewees 2/3/12)

Opinion 7: The shrinking local market and population outflow have led to insufficient consumer demand (Interviewees 4/6/9/11)

Opinion 8: Ensure stable implementation of policies, set up a multi-party suggestion absorption mechanism, and involve resident representatives in the Cultural

and Tourism Planning Committee (Interviewees 1/9/10/11/15)

Opinion 9: Strengthen industry standardization construction, authorize industry associations to develop unified service standards, and set up industry alliances (Interviewees 2/8/11/12)

Opinion 10: Deepen regional coordinated development, promote the integration of resources in the "Minzhong Sports Tourism Circle", and strengthen regional cooperation between Meizhou Island and Pingtan Island (Interviewees 7/10/13)

4.1.3 Summary of the current situation of sports tourism management

In this section, the researchers will use SWOT analysis to organize the results of the questionnaire and interview on sports tourism management in Putian City, and obtain the following results:

1. Strengths of sports tourism management

(1) Putian City is rich in natural resources, including mountains, meadows, woodlands, oceans, and islands. The suitable climate and convenient transportation make it a popular tourist destination for tourists from Fujian Province and abroad, especially office workers.

(2) The infrastructure is complete, the transportation is convenient and modern, and the facilities such as hotels and restaurants are complete.

(3) Unique ethnic and cultural activities. The global influence of Mazu culture is significant. As the spiritual bond of Chinese people around the world, Mazu culture is deeply integrated into sports tourism activities.

(4) The brand effect of Southern Shaolin martial arts is significant. The International Wushu Festival attracts more than 100,000 tourists each year, forming a unique cultural IP.

(5) Strong policy support. Special government funds support sports tourism integration projects and develop sports tourism products.

(6) The foundation of mass sports is solid. It is a famous "hometown of basketball". Community sports facilities are updated quickly and the utilization rate of night basketball courts is high.

(7) Brand activities are attractive. The Meizhou Island Mazu Marathon and Dragon Boat Race attract more than 500,000 participants each year.

(8) Putian City citizens are very hospitable and have a high level of resident participation. Most Putian City residents believe in Mazu and actively promote the protection of local culture.

(9) The city economy is active and has great potential for the night economy. Large-scale sports events and street events in business districts extend the length of stay of tourists.

(10) There are great opportunities for international cooperation. There are many international sea route terminals in the waters near Meizhou Island, and cross-border routes can be designed with overseas cruise companies.

(11) Sports tourism products have significant characteristics, with a high degree of integration of intangible cultural heritage. Mazu Gong, Putian City Opera, and Buddhist rituals are integrated into the sports tourism experience.

(12) Sports tourism attractions have diverse characteristics, including Buddhist tourist attractions, Meizhou Island Mazu cultural tourist attractions, Jiuli Lake Waterfall tourist attractions, etc., and have the potential to attract tourists of all ages.

2. Weaknesses of sports tourism management

(1) Tourism resources are affected by the seasons, and seasonal passenger flow fluctuates greatly. In winter, the passenger flow of Meizhou Island drops by 60%, and resources are seriously idle.

(2) The infrastructure can only meet the needs of mass sports tourism. There are insufficient high-end facilities and a lack of international sailing tracks, which has led to missed opportunities to host events.

(3) The service staff are not well organized, multilingual services are missing, and the coverage rate of foreign language guides is less than 20%, which affects the experience of international tourists.

(4) The scenic area is poorly supervised, and the prices of catering and accommodation facilities are expensive. The price of homestays in the peak season has skyrocketed by 3 times, and the service quality has not been improved synchronously.

(5) The cross-departmental collaboration of the government is inefficient and the supervision is weak. The responsibilities of the cultural tourism and environmental protection departments are unclear, and some travel agencies use unqualified tour guides.

(6) The talent shortage problem is serious. Marine sports rely on external teams, and there is a shortage of local professional coaches.

(7) There is serious homogeneous competition among tourist attractions, such as repeated development of "parent-child hiking" projects, and the repurchase rate has dropped.

(8) The emergency plan of the tourist attraction is poorly implemented, the fire passages in the tourist attraction are blocked, the supervision of small boats is loose, and the safety is low.

(9) There are too few types of souvenirs and the quality needs to be improved. There are few sports tourism souvenirs and lack of innovation. Mazu derivatives have been criticized as "low-quality products."

(10) There is insufficient linkage within the region. Due to geographical constraints, some tourist attractions are far apart, and the arrangement of tourism activities is unreasonable.

3. Opportunities of sports tourism management

(1) The national and provincial governments vigorously promote the tourism

economy. As an area covered by the "Maritime Silk Road", Putian City has abundant natural resources and great potential for developing marine tourism economy.

(2) In coordination with surrounding urban areas, the government is vigorously promoting the "Minzhong Sports Tourism Circle" and "Meizhou-Pingtian" cross-regional cooperation.

(3) Due to the annual Mazu worship activities, a large number of foreign tourists flock to Putian City, which brings opportunities. Putian City can actively host international events and jointly organize marine sports events with international sports organizations.

(4) The government vigorously promotes new energy technologies, promotes new energy shuttles and solar lighting in tourist attraction to reduce ecological pressure.

(5) With the rise of online social media, digital marketing can be carried out, and social media and big data can be used for targeted advertising.

(6) Expand sports tourism products through multiple channels and cooperate with the government, enterprises and local culture to innovate tourism products.

(7) Putian City has an active economy and great potential for nighttime economy. It can actively expand sports night markets and street events in business districts.

(8) Contemporary young people are more enthusiastic about traveling. Young people account for the majority of tourists in Putian City, which brings opportunities for sports tourism in Putian City.

(9) Develop international marine sports tourism products and design sea routes such as "Meizhou Bay-Southeast Asia" to attract high-end customers.

(10) Intangible cultural heritage such as Mazu culture and Southern Shaolin martial arts culture are prominent. Increase the combination of intangible cultural heritage and sports tourism industry, cooperate with universities to organize Putian City's intangible cultural heritage products, and enhance cultural experience.

4. Threats of sports tourism management

(1) Natural disasters occur frequently and the pressure on ecological protection is high. Red tides threaten water quality, restrict the development of water projects, and typhoon season leads to a complete suspension of marine sports tourism.

(2) Affected by the "siphon effect" between cities, the surrounding cities are highly competitive. The mean annual publicity budget of Fuzhou, Quanzhou and Xiamen is 3 times that of Putian City, which diverts high-end customers.

(3) The sports tourism industry is greatly affected by changes in government policies, and the government's fiscal pressure is increasing. The main supporting industry of Putian City's economy is manufacturing, and it is difficult to effectively develop and launch sports tourism projects in the long term, which affects the development of sports tourism.

(4) Tourism products remain unchanged for a long time and lack innovation. It is

difficult to attract tourists for a long time. For example, the sports tourism in Meizhou Island has remained unchanged for a long time, resulting in poor tourist experience.

(5) Government supervision is weak. There is a vicious cycle of low-price competition in tourist attractions. Forced shopping and false propaganda damage the reputation of the industry.

(6) There is a serious lack of talent and loss in related fields. There is a lack of senior tourism experts and sports professionals are flowing to first-tier cities such as Fuzhou and Xiamen.

(7) Tourist souvenirs are highly homogenized and lack innovation. The mass production of Mazu souvenirs impacts the traditional intangible cultural heritage handicraft market.

(8) Public opinion crisis. Putian City has received negative publicity such as "the capital of fake shoes" and needs long-term positive publicity. In addition, false publicity of sports tourism products has triggered collective complaints.

4.2 Development of strategy for sports tourism management in Putian City

After investigating the current status of sports tourism resources in Putian City, it was found that Putian City has abundant sports tourism resources and has significant growth potential. However, these sports tourism resources have not been fully utilized, so it is necessary to further enhance the attractiveness of sports tourism attractions in Putian City. Therefore, this paper will summarize and generalize the survey data and conduct a SWOT analysis. Based on the SWOT analysis and TOWS matrix, the researcher will propose a strategy that can enhance the management of sports tourism in Putian City.

4.2.1 SWOT analysis of the current situation of sports tourism management

The author will collate the data from questionnaire surveys, interviews and relevant government policy documents. Based on these data, 10 strengths, 9 weaknesses, 7 opportunities and 8 threats of sports tourism management in Putian City will be listed, as shown in Table 5.

Table 5 SWOT analysis on the current situation of sports tourism management

Strengths	Weaknesses
S1: Rich natural resources and beautiful natural environment, suitable climate.	W1: Tourism resources are affected by the seasons, and seasonal passenger flow fluctuates greatly.
S2: Complete infrastructure, convenient and modern transportation, good	W2: Shortage of talent and lack of

facilities and sanitary conditions of hotels, restaurants, etc. S3: There are many traditional sports activities and the brand effect of Southern Shaolin martial arts is significant. There are rich unique ethnic and sports cultural activities, and the global influence of Mazu culture is significant. S4: There are rich unique ethnic and sports cultural activities, and the global influence of Mazu culture is significant. S5: Strong policy support and publicity, patient and active service of staff, convenient sports tourism reservation service. S6: Residents are hospitable and highly involved, and participate in or support sports tourism activities. S7: The city economy is active, and large-scale sports events and street events in business districts extend the stay of tourists. S8: There are great opportunities for international cooperation, and there are many marine sports projects near the coastline and Meizhou Island.	professional coaches; Tour guides lack multilingual services W3: Ineffective government supervision, inefficient cross-departmental collaboration, and expensive catering and accommodation during the peak tourist season. W4: The emergency response plan of the tourist attraction is poorly implemented, supervision is loose, and tourists have certain safety hazards. W5: The facilities of the sports venues are old, and the sports events are not innovative enough. W6: The quality of sports tourism merchants is different, and there are deceptions. W7: There is serious homogeneous competition among tourist attractions, and the repurchase rate is declining. W8: There are few types of sports tourism souvenirs and lack of innovation. W9: Insufficient linkage within the
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S9: Sports tourism products have significant characteristics, and the degree of integration of intangible cultural heritage is high. S10: Sports tourism attractions have diverse characteristics and have the potential to attract tourists of all ages.	region, and the arrangement of sports tourism activities is unreasonable.
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Opportunities	Threats
O1: The government vigorously promotes the tourism economy. Putian City has numerous natural resources and has great potential for developing sports tourism economy. O2: China's consumption level is growing rapidly, and its purchasing power is strong. There are a large number of young and middle-aged people with consumption base. O3: Coordinated development with surrounding urban areas. The government is vigorously promoting the "Minzhong Sports Tourism Circle" and "Meizhou-Pingtan" cross-regional cooperation. O4: Every year, a large number of foreign tourists flock to Putian City due	T1: Frequent natural disasters, marine red tides and seasonal typhoons restrict the development of water projects, and the pressure on ecological protection is high. T2: Affected by the "siphon effect" between cities, it is affected by the surrounding cities of Fuzhou, Quanzhou and Xiamen. T3: The sports tourism industry is greatly affected by changes in government policies, and the government's fiscal pressure has increased, affecting the development of sports tourism. T4: Sports tourism activities and products remain unchanged for a long time, lack of innovation, and it

to the Mazu worship activities, which brings opportunities for hosting international sports events. O5: The rise of online social media can be used for digital marketing, and social media and big data can be used to promote sports tourism. O6: The demand for new forms of tourism has increased, and international sports tourism products at sea have been developed. Sea routes such as "Meizhou Bay-Southeast Asia" have been designed to attract high-end customers. O7: Mazu culture, Southern Shaolin martial arts culture and other intangible cultural heritage are prominent, and the combination of intangible cultural heritage and sports tourism industry has been increased. Putian City is jointly organized with universities to organize intangible cultural heritage products and enhance cultural experience.	is difficult to attract tourists for a long time. T5: The government and tourist attractions are loosely supervised, and there is malicious competition in tourist attractions, raising prices. T6: Insufficient training of tourism-related talents, lack of high-level tourism experts, and shortage of leadership talents in cultural development. T7: Tourist souvenirs are seriously homogenized and lack innovation. T8: Public opinion crisis, Putian City has been negatively publicized as the "fake shoe capital", and needs to guide tourists for a long time.
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4.2.2 TOWS matrix of the current status of sports tourism management

Based on the SWOT analysis of the current situation of sports tourism management in Putian City, the researchers will use the TOWS matrix to propose strategies that can improve the current situation of sports tourism management. As shown in Table 6.

Table 6 TOWS matrix of current status of sports tourism management

	Strengths (S)	Weaknesses (W)
	S1: Rich natural resources and beautiful natural environment. Suitable climate. S2: Complete infrastructure, convenient and modern transportation, good facilities and sanitary conditions of hotels, restaurants, etc. The scenic area signs are complete. S3: There are many traditional sports activities and the brand effect of Southern Shaolin martial arts is significant. There are rich unique ethnic and sports cultural activities, and the global influence of Mazu culture is significant. S4: There are rich unique ethnic and sports cultural	W1: Tourism resources are affected by the seasons, and seasonal passenger flow fluctuates greatly. W2: Talent shortage, lack of professional coaches; poor tour guide organization quality, lack of multilingual services. W3: Ineffective government supervision, inefficient cross-departmental collaboration, and expensive catering and accommodation during the peak tourist season. W4: The emergency response plan of the tourist attraction is poorly implemented, supervision is loose, and tourists have certain safety hazards. W5: The facilities of the

	activities, and the global influence of Mazu culture is significant. S5: Strong policy support and publicity, patient and active service of staff, convenient sports tourism reservation service. S6: Residents are hospitable and highly involved, and participate in or support sports tourism activities. S7: The city economy is active, and large-scale sports events and street events in business districts extend the stay of tourists. S8: There are great opportunities for international cooperation, and there are many marine sports projects near the Meizhou Island. Strengths (S) S9: Sports tourism products have significant	sports venues are old, and the sports events are not innovative enough. W6: The quality of sports tourism merchants is different, and there are deceptions. W7: There is serious homogeneous competition among tourist attractions, and the repurchase rate is declining. W8: There are few types of sports tourism souvenirs and lack of innovation. W9: Insufficient linkage within the region, and the arrangement of sports tourism activities is unreasonable.
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	characteristics, and the degree of integration of intangible cultural heritage is high. S10: Sports tourism attractions have diverse characteristics and have the potential to attract tourists of all ages.	
Opportunities (O) O1: The government vigorously promotes the tourism economy. Putian City has numerous natural resources and has great potential for developing sports tourism economy. O2: China's consumption level is growing rapidly, and its purchasing power is strong. There are a	SO Strategies SO1.S1+S2+S3+O1+O3 Minzhong Ecological Sports Corridor: Relying on natural resources, infrastructure and the Nan Shaolin brand, in conjunction with the "Minzhong Sports Tourism Circle", develop cross-regional ecological and cultural routes (such as the "Jiuli Lake-Nan Shaolin-Meizhou Bay" smart hike), and apply for	WO Strategies WO1.W1+W5+O1+O5 Off-season digital activation plan: In view of seasonality and old facilities, use policy subsidies to develop VR cloud tour Meizhou Bay project to attract online customers. WO2.W2+W3+O3+O7 Regional talent cooperation network: Set up a "multilingual tour guide pool in central Fujian"

large number of young and middle-aged people with consumption base. O3: Coordinated development with surrounding urban areas. The government is vigorously promoting the "Minzhong Sports Tourism Circle" and "Meizhou-Pingtian" cross-regional cooperation. O4: a large number of foreign tourists flock to Putian City due to the Mazu worship activities, which brings opportunities for hosting international sports events. O5: The rise of online social media can be used for digital marketing, and social	national demonstration zone qualifications. SO2.S4+S5+S6+O4+O7 Create an international intangible cultural heritage sports IP: Using Mazu culture, policy support and resident participation, combined with international pilgrims, design a "Mazu blessing + martial arts experience + intangible cultural heritage handmade" package, and link universities to develop cultural derivatives. SO3.S2+S7+S8+O2+O6 High-end marine economic complex: Based on modern transportation, night economy and marine resources, launch a combination of "cruise + sailing + high-end catering" products to connect with middle- and	through regional cooperation, optimize cross-departmental scheduling, and integrate intangible cultural heritage training courses. WO3.W1+W9+O1+O3 All-season regional linkage ticketing: Develop "central Fujian joint ticket" to integrate off-season activities, optimize passenger flow distribution, and the government subsidizes the price difference. WO4.W5+O7+O6 Intangible cultural heritage venue transformation: Transform old sports venues into "martial arts + Putian City opera" experience centers and apply for cultural heritage protection funds. WO5.W1+W4+O1+O3 All-season regional safety
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media and big data can be used to promote sports tourism. O6: The demand for new forms of tourism has increased, and international sports tourism products at sea have been developed. Sea routes such as "Meizhou Bay-Southeast Asia" have been designed to attract high-end customers. O7: Mazu culture, Southern Shaolin martial arts culture and other intangible cultural heritage are prominent, and the combination of intangible cultural heritage and sports tourism industry has been increased. Putian City is jointly	high-income customers and Southeast Asian routes. SO4.S3+S4+S5+S9+O7 Global Martial Arts Cultural Festival: Through policy and financial support, with Southern Shaolin martial arts as the core, the Mazu pilgrimage activities are integrated with intangible cultural heritage, and the "International Zen Martial Arts Competition" is hosted to attract martial arts enthusiasts in Southeast Asia. SO5.S1+S6+S10+O1+O3 National Ecological Movement Plan: Mobilize residents to participate in natural resource protection, design activities for all ages, such as parent-child bird watching and senior	network: The 3 cities in central Fujian jointly build a "natural disaster emergency linkage mechanism", share rescue resources, and conduct joint exercises in the off-season to improve response speed. WO6.W7+W8+O4 International study customization: Develop in-depth tours of "Mazu culture + ecological scientific research" for European and American tourists, forming content differentiation with surrounding cities.
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organized with universities to organize intangible cultural heritage products and enhance cultural experience.	hiking, and incorporate them into the regional cooperation framework. SO6.S2+S4+S8+O4+O6 International Event Service Chain: Utilize infrastructure, Mazu culture and marine projects, host the Asia-Pacific Sailing Regatta, support the one-stop service of "event + recuperation + cultural inspection".	
Threats (T) T1: Frequent natural disasters, marine red tides and seasonal typhoons restrict the development of water projects, and the pressure on ecological protection is high. T2: Affected by the "siphon effect" between cities, it is affected by the	ST Strategies ST1.S1+S3+S5+T1+T2 Disaster-resistant cultural experience system: Develop an indoor Mazu AR exhibition hall in response to typhoons and surrounding competition, use policies to promote the "Typhoon Season Cultural Week", and respond to natural and market risks in a differentiated manner.	WT Strategies WT1.W1+W2+T1+T4+T6 Talent training during typhoon season: The government organizes a "multi-skill training camp" during the off-season. Tour guides need to master skills such as first aid and AR equipment operation. Those who pass the assessment will be given priority for peak season positions. In

surrounding cities of Fuzhou, Quanzhou and Xiamen. T3: The sports tourism industry is greatly affected by changes in government policies, and the government's fiscal pressure has increased, affecting the development of sports tourism. T4: Sports tourism activities and products remain unchanged for a long time, lack of innovation, and it is difficult to attract tourists for a long time. T5: The government and tourist attractions are loosely supervised, and there is malicious competition in tourist attractions, raising prices.	ST2.S4+T2 Mazu exclusive IP creation: Design the "world's only Mazu sea marathon" to strengthen cultural uniqueness and form differentiated competition with Xiamen and Fuzhou. ST3.S2+S4+S7+T4+T5 Smart night market supervision upgrade: Create a smart night market through infrastructure and Mazu IP, introduce AI monitoring to regulate merchant behavior, and launch "innovative business certification" to avoid homogenization. ST4.S3+S9+S10+T6+T8 Intangible cultural heritage talent reputation plan: Combine Southern Shaolin and intangible cultural	response to typhoons and old facilities, the venue is transformed into a "disaster resistance cultural center" and indoor off-season activities are developed. WT2.W3+W7+T2+T7 Differentiated regional competition: Design a "Mazu exclusive route" through cross-departmental collaboration and launch "intangible cultural heritage limited edition" souvenirs. WT3.W6+W9+T5+T8 Transparent service chain: Publicize activity processes and merchant validations, and eliminate fraud through online media evidence. Set up a merchant credit validation system, and those who deduct points for fraudulent behavior to the threshold are prohibited
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T6: Insufficient training of tourism-related talents, lack of high-level tourism experts, and shortage of leadership talents in cultural development.	heritage inheritors to cultivate "martial arts + handicrafts" compound talents, and reverse the negative public opinion of "fake shoes capital" through resident experience officers.	from participating in government cooperation projects.
T7: Tourist souvenirs are seriously homogenized and lack innovation.	ST5.S7+S8+T3+T6 Government-enterprise talent training plan: The government, universities	WT4.W2+T6 Targeted training plan: Cooperate with Putian City College to open a "Sports Tourism Management" major, the government subsidizes tuition fees and binds local employment agreements.
T8: Public opinion crisis, Putian City has been negatively publicized as the "fake shoe capital", and needs to guide tourists for a long time.	and enterprises jointly Set up the "Ocean Sports Academy" to train sailing coaches and night economy operators. Students who sign a 5-year contract can get a full refund of their tuition.	WT5.W5+W7+T4+T7 Venue Innovation Experimental Area: Introduce enterprises to transform old venues into "Martial Arts E-sports Halls", players wear sensors to simulate Southern Shaolin moves, and battle data can be exchanged for physical souvenirs.
	ST6.S2+S5+T4+T7 "Putian City Exclusive" certification system: The government authorized the "Mazu Authentic" and "Southern Shaolin Orthodox" logos to certify	WT6.W6+W7+W8+T2+T7 Intangible Heritage Blind Box Plan: Jointly develop "Mazu Blessing Blind Box"

	AR guide equipment and martial arts peripheral products. Illegal merchants will be disqualified from policy subsidies.	with designers, including limited edition models of Southern Shaolin weapons, Putian City Opera masks, etc. Certify "Mazu Cultural Deep Experience Merchants" and provide exclusive event authorization (such as Mazu Sea Blessing Ceremony), which is different from Xiamen's "Internet celebrity check-in".
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4.2.3 Propose strategies for the development of sports tourism management

Through SWOT analysis and TOWS matrix technology, researchers proposed strategies for the development of sports tourism management in Putian City. These strategies include 6 SO strategies, 6 ST strategies, 6 WO strategies and 6 WT strategies. The details are as follows:

(1) SO strategy

SO1: Utilize the martial arts culture of Southern Shaolin, integrate natural resources and Southern Shaolin brand, apply for a national demonstration zone, differentiate from Quanzhou Shaolin Temple, and attract tourists.

SO2: Establish Mazu Culture and South Shaolin Sports Culture Base, collaborate with universities to develop cultural derivative products, and increase tourists' cultural identity and experience.

SO3: Utilize existing infrastructure to build high-end marine economic complexes, open up sea tourism routes, differentiate from surrounding cities, and attract tourists.

SO4: Organize sports tourism projects centered around South Shaolin martial arts and Mazu pilgrimage, mobilize local residents to actively participate, and expand influence.

SO5: Utilize diversified scenic spots, cooperate with surrounding cities to develop sports tourism economy, mobilize residents to participate, and enhance tourist

experience.

SO6: In response to Mazu culture, the government and businesses use online media to globally promote and advertise sports tourism activities, and hold international events to expand their influence.

(2) ST Strategy

ST1: Utilize the sports and cultural resources of Southern Shaolin martial arts, actively promote them, and create differences with surrounding cities. Simultaneously establish a martial arts indoor sports experience hall to avoid the impact of typhoon weather and continue to attract tourists.

ST2: Utilize Mazu cultural resources to form differentiated competition with Quanzhou, Fuzhou, and Xiamen, and attract tourists.

ST3: Innovate and develop Southern Shaolin martial arts and Mazu culture, and create influential projects by combining them with comprehensive infrastructure. Introducing intelligent supervision and regulating merchant behavior will make it difficult to attract tourists in the long run.

ST4: Collaborate with cultural heritage inheritors from South Shaolin and universities to cultivate professional talents and provide tourists with a better experience.

ST5: Develop long-term policies to promote the joint training plan of government and enterprise talents, and jointly establish the "Ocean Sports College" by the government, universities, and enterprises to train professional coaches.

ST6: Establish an exclusive certification system for Putian City, collaborate with universities to develop tourism souvenirs, and produce unique tourism products.

(3) WO Strategy

WO1: Utilize government funding support to renovate old venues, open smart venues during the off-season, and use policy subsidies to attract tourists to participate.

WO2: Establish a regional talent cooperation pool with universities for sports tourism projects such as Mazu culture and South Shaolin martial arts culture, cultivate multilingual tour guides, and provide tourists with a better experience.

WO3: Take advantage of the opportunity to vigorously develop sports tourism, collaborate with surrounding cities, jointly sell tickets, and attract tourists.

WO4: Transform old sports and cultural venues into sports tourism and cultural experience centers to attract tourists to participate.

WO5: Establish a regional security coordination mechanism and jointly establish emergency linkage mechanisms in Fuzhou, Putian, and Quanzhou to ensure the safety of tourists.

WO6: Develop a deep tourism system of "Mazu culture+sports tourism" for foreign tourists, creating content differences with surrounding cities and attracting tourists.

(4) WT Strategy

WT1: The government organizes multi skill training camps to train tour guides on first aid knowledge, strengthen the service level for local tourism practitioners, and provide tourists with a better experience.

WT2: Differentiated regional competition, through cooperation with local craftsmen and cultural inheritors, developing more non seasonal tourism souvenirs with local characteristics, forming differentiated competitive advantages, and attracting tourists.

WT3: Improve the transparency of the service chain, publicly evaluate merchants, establish a credit evaluation system, and provide tourists with a better consumption experience.

WT4: Cooperate with Putian City University to establish a major in "Sports Tourism" and sign a local employment agreement to attract tourists.

WT5: Create a venue innovation experimental zone, introduce enterprises to transform old venues into new sports tourism venues, differentiate from sports tourism in surrounding cities, and attract tourists.

WT6: Utilize Mazu and Southern Shaolin culture, innovate sports tourism projects and souvenirs, and enhance tourists' cultural identity.

4.3 Validation of the feasibility of the strategy of sports tourism management in Putian City

4.3.1 Connoisseurship

This study uses connoisseurship to conduct expert validation to scientifically validate the feasibility and effectiveness of strategy of sports tourism management in Putian City. The researcher invited 9 experts with rich theoretical accumulation and practical experience in the field of sports tourism to participate in this interview. The composition of experts includes 5 experts in the academic field of sports tourism management, 1 expert from the government management department, and 3 tourist attraction managers and scenic guides, so as to ensure the comprehensiveness and professionalism of the assessment. By organizing expert discussion links such as thematic discussion and strategy demonstration, the expert group will comprehensively validate the systematicity, applicability and innovation of Putian City sports tourism management strategy, provide professional suggestions for the further improvement of the strategy, and ensure that the research results not only meet the academic norms, but also have the value of practical promotion. As shown in table 7.

Table 7 The results of connoisseurship

Strategy	Expert recommendations	Improvement
SO1: Utilize the martial arts culture of Southern Shaolin, integrate natural resources and Southern Shaolin brand, apply for a national demonstration zone, differentiate from Quanzhou Shaolin Temple, and attract tourists.	Experts unanimously believe that this strategy is highly feasible and can effectively integrate regional resources, forming economies of scale. It is suggested to clarify the division of responsibilities and benefit sharing mechanisms among each node city to ensure the continuity of the route and the diversity of experiences.	
SO2: Establish Mazu Culture and South Shaolin Sports Culture Base, collaborate with universities to develop cultural derivative products, and increase tourists' cultural identity and experience.	Experts highly recognize the uniqueness and cultural value of this strategy. 5 experts suggest integrating SO2 and SO4 to form a brand synergy effect.	SO2+SO4: Experts highly recognize the uniqueness and cultural value of this strategy. Suggest integrating SO2 and SO4 to form a brand synergy. Emphasize community participation and authenticity protection.

SO3: Utilize existing infrastructure to build high-end marine economic complexes, open up sea tourism routes, differentiate from surrounding cities, and attract tourists.	Nine experts believe that this strategy can improve the consumption level of tourism in Putian City. Experts point out that seasonal fluctuations and competition in the high-end market require vigilance. Suggest developing non seasonal supporting products, enriching product portfolio, and developing high-end sports tourism service products.	
SO4: Organize sports tourism projects centered around South Shaolin martial arts and Mazu pilgrimage, mobilize local residents to actively participate, and expand influence.	Experts believe that this strategy can effectively enhance Putian City's international reputation. 5 experts suggest integrating SO4 and SO2 to form a brand synergy effect and achieve resource complementarity.	SO2+SO4: Integrate the South Shaolin martial arts competition with SO2's Mazu blessing ceremony, intangible cultural heritage handicraft experience, and other content to create a comprehensive sports tourism cultural festival.
SO5: Utilize diversified scenic spots, cooperate	Nine experts believe that	

with surrounding cities to develop sports tourism economy, mobilize residents to participate, and enhance tourist experience.	this strategy has significant social benefits. It is recommended to closely integrate with the construction of ecological corridors and establish a volunteer incentive and training mechanism.	
SO6: In response to Mazu culture, the government and businesses use online media to globally promote and advertise sports tourism activities, and hold international events to expand their influence.	Nine experts affirmed the role of this strategy in enhancing international visibility. Experts emphasize the need to strengthen soft power construction such as multilingual services, combine activities with conventional tourism products, and form long-term attractiveness.	
ST1: Utilize the sports and cultural resources of Southern Shaolin martial arts, actively promote them, and create differences with surrounding cities. Simultaneously establish a martial arts indoor sports experience hall to avoid	Experts believe that this strategy can effectively address the operational risks during the typhoon season in Putian City. 6 experts suggest combining	ST1+ST4: Include Mazu cultural works created by inheritors of intangible cultural heritage in the disaster relief and emergency exhibition hall

the impact of typhoon weather and continue to attract tourists.	indoor cultural experiences with characteristic festivals to form an all-weather tourism product system.	for display, in order to enhance the depth of experience and participation.
ST2: Utilize Mazu cultural resources to form differentiated competition with Quanzhou, Fuzhou, and Xiamen, and attract tourists.	Experts spoke highly of the innovation of the strategy and believed that it could effectively highlight the characteristics of Putian City. 5 experts suggested that sports events should be deeply combined with Mazu pilgrimage activities to enhance the participants' sense of cultural experience.	ST2+ST6: Design a complete experience of "sports+culture" with Mazu culture as its connotation. Develop supporting souvenirs and service packages to enhance the added value and brand influence of the event.
ST3: Innovate and develop Southern Shaolin martial arts and Mazu culture, and create influential projects by combining them with comprehensive infrastructure. Introducing intelligent supervision and regulating merchant behavior will make it difficult to attract tourists in the long run.	Nine experts believe that this strategy can effectively improve management level, and the intelligent regulatory system is mature and feasible. It is recommended to	

	continuously optimize artificial intelligence algorithms, maintain accurate perception of market dynamics, and form a positive interaction with existing merchant incentive mechanisms.	
ST4: Collaborate with cultural heritage inheritors from South Shaolin and universities to cultivate professional talents and provide tourists with a better experience.	Nine experts believe that this strategy is of great significance in enhancing the city's image and professional talent. Suggest promoting the dual mentor mechanism as planned to ensure the quality of interdisciplinary talent cultivation.	
ST5: Develop long-term policies to promote the joint training plan of government and enterprise talents, and jointly establish the "Ocean Sports College" by the government, universities, and enterprises to train professional coaches.	Nine experts believe that this strategy can effectively solve the shortage of professional talents and is designed reasonably. Suggest clarifying training standards, improving	

	employment security mechanisms, and ensuring the long-term stability and professional quality of talents.	
ST6: Establish an exclusive certification system for Putian City, collaborate with universities to develop tourism souvenirs, and produce unique tourism products.	Nine experts believe that the certification system helps regulate market order, maintain the authority and credibility of certification, and ensure the continuous improvement of brand value.	
WO1: Utilize government funding support to renovate old venues, open smart venues during the off-season, and use policy subsidies to attract tourists to participate.	5 experts unanimously believe that this strategy can effectively alleviate the sharp decline in winter passenger flow. Suggest deeply integrating VR content with existing scenic facilities; At the same time, establish a regular content update mechanism to avoid outdated content.	WO1+WO4: link the intangible cultural heritage display content in VR cloud tour with the physical experience venues transformed by WO4 to create a closed loop of "cloud Tour - live experience". Preview intangible cultural heritage venues using VR technology to guide

		in-depth offline experience.
WO2: Establish a regional talent cooperation pool with universities for sports tourism projects such as Mazu culture and South Shaolin martial arts culture, cultivate multilingual tour guides, and provide tourists with a better experience.	Nine experts believe that this strategy directly addresses the shortcomings of multilingual services. Suggest establishing a standardized "training certification onboarding" process and developing specialized training plans for the shortage of Japanese, English, and other languages; At the same time, a mechanism for recognizing and withdrawing tour guides should be established.	
WO3: Take advantage of the opportunity to vigorously develop sports tourism, collaborate with surrounding cities, jointly sell tickets, and attract tourists.	5 experts pointed out that this strategy can effectively balance regional passenger flow. Suggest designing differentiated coupons and introducing convenient	WO3+WO5: regional security is embedded in the joint ticket service. Tourists who purchase the joint ticket will automatically obtain the joint rescue service and

	visa return and exchange policies.	provide the whole process security through "one ticket".
WO4: Transform old sports and cultural venues into sports tourism and cultural experience centers to attract tourists to participate.	Nine experts believe that this strategy can activate and utilize resources. Suggest adopting a "dynamic and static partition" design, setting up interactive experience areas and static exhibition areas.	
WO5: Establish a regional security coordination mechanism and jointly establish emergency linkage mechanisms in Fuzhou, Putian, and Quanzhou to ensure the safety of tourists.	Nine experts believe that this strategy has significantly improved the emergency response capability of Putian City. Suggest establishing a unified command platform and developing standardized emergency procedures; It is necessary to ensure the normal maintenance of emergency supplies in sports tourism tourist	

	attractions.	
WO6: Develop a deep tourism system of "Mazu culture+sports tourism" for foreign tourists, creating content differences with surrounding cities and attracting tourists.	Nine experts affirmed the differentiated positioning of this strategy. Suggest building from multiple perspectives and aspects. For example: tourist attraction signage, tourist guides, tourist attraction promotion, etc.	
WT1: The government organizes multi skill training camps to train tour guides on first aid knowledge, strengthen the service level for local tourism practitioners, and provide tourists with a better experience.	Experts believe that this strategy is highly targeted and can effectively deal with the problem of seasonal talent shortage. The 5 suggested that the training content should be deeply combined with the actual application scenarios, and a complete system of training practice certification should be Set up to avoid the disconnection between training and actual needs.	WT1+WT5: set the training base in the "martial arts E-sports hall" of WT5 and other innovative venues after transformation to realize the integration of "training+practice". After mastering are equipment operation and other skills, the trainees can directly conduct practical exercises in the venue to improve the training effect and resource utilization efficiency.

WT2: Differentiated regional competition, through cooperation with local craftsmen and cultural inheritors, developing more non seasonal tourism souvenirs with local characteristics, forming differentiated competitive advantages, and attracting tourists.	Nine experts highly recognized the market differentiation value of the strategy and believed that it could effectively highlight Putian City cultural characteristics. It is suggested to Set up a perfect chain of cultural and creative product design, production and sales to ensure product quality and cultural connotation.	
WT3: Improve the transparency of the service chain, publicly evaluate merchants, establish a credit evaluation system, and provide tourists with a better consumption experience.	Nine experts believed that this strategy was crucial to regulating the market order, and the design of the credit validation system was reasonable. It is suggested to Set up a dynamic supervision mechanism to ensure the fairness and transparency of the validation system.	
WT4: Cooperate with	Nine experts believe that	

Putian City University to establish a major in "Sports Tourism" and sign a local employment agreement to attract tourists.	this strategy can effectively solve the problem of professional talent shortage, and the school enterprise cooperation mode is mature and feasible. It is suggested to clarify the training standards, improve the curriculum system, and ensure the quality of talent training.	
WT5: Create a venue innovation experimental zone, introduce enterprises to transform old venues into new sports tourism venues, differentiate from sports tourism in surrounding cities, and attract tourists.	Nine experts affirmed the innovation of the strategy and believed that it could effectively revitalize idle resources. It is suggested to pay attention to the balance between traditional culture and modern science and technology to ensure the authenticity of Southern Shaolin Wushu.	
WT6: Utilize Mazu and Southern Shaolin culture,	Experts believe that the strategy is highly creative,	WT6+WT3: Incorporate the 'Mazu Blessing Blind

innovate sports tourism projects and souvenirs, and enhance tourists' cultural identity.	and 6 experts believe that there are risks of over commercialization and shallow culture. It is suggested to combine blind box products with in-depth cultural experience and set up a strict content review and certification mechanism.	Box' into the transparent service chain system of WT3, and ensure product quality through merchant credit verification. Carry out in-depth cultural experience activities for certified enterprises.
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Overall, the interviewees agreed that the overall feasibility of the strategic plan was high, and the strategic plan was closely combined with the management and development needs of Putian City sports tourism, and the overall feasibility was high. The so strategy is the most feasible, but some strategies still need to be adjusted and optimized. After the adjustment recommended by the expert seminar, the final strategy includes 5 SO strategies, 4 ST strategies, 4 WO strategies and 4 WT strategies, as follows:

SO strategy

SO1: Utilize the martial arts culture of Southern Shaolin to develop sports and cultural tourism, enhance international influence, and attract tourists.

SO2: Utilize convenient transportation and ocean resources to develop high-end ocean sports tourism routes, differentiate from surrounding cities, and attract tourists.

SO3: Build characteristic sports tourism projects around tourism resources such as Mazu worship, apply for national demonstration zones, and enhance the visibility of the scenic area.

SO4: Create large-scale sports events that promote sports tourism and culture, and expand their influence.

SO5: The government and businesses use online media to promote and advertise sports tourism activities, mobilize residents to actively participate, and enhance the tourist experience.

ST strategy

ST1: The government vigorously promotes Mazu and Southern Shaolin martial arts culture, encourages residents to participate, and avoids homogeneous competition in sports tourism attractions and activities.

ST2: Create tourism souvenirs for Mazu and Southern Shaolin martial arts to avoid homogenization, attract tourists, and enhance cultural experience.

ST3: The government should manage and regulate corporate behavior to avoid malicious competition and product homogenization.

ST4: Jointly established the "Ocean Sports Major" with the School of Physical Education at Putian University to train ocean sports coaches.

WO strategy

WO1: Utilize government funding support and the rise of online social media to carry out intelligent renovation of old venues and enhance tourist experience.

WO2: Utilize the opportunity of urban cooperative development to build a regional talent cooperation network, strengthen the quality of tour guide services, and enhance the cultural experience of tourists.

WO3: Utilize Mazu worship and Southern Shaolin martial arts culture to create distinctive tourist attractions and souvenirs, and collaborate around these two core resources to attract tourists.

WO4: Utilize the opportunities of Mazu culture and the rise of maritime sports to develop maritime sports tourism projects, differentiate from surrounding cities, and attract tourists.

WT strategy

WT1: Cooperate with the School of Physical Education of Putian University to cultivate sports tourism professionals, and provide emergency training for scenic area management personnel and tour guides to ensure the safety of tourists.

WT2: Collaborate with businesses, merchants, and craftsmen to develop sports tourism themed souvenirs.

WT3: Relevant government departments should establish systems to improve supervision and form a reasonable pricing system for goods and services.

WT4: Launch sports tourism related products, increase blind box experience projects, attract tourists, and enhance their experience.

Chapter V

Conclusion Discussion and Recommendation

This study aims to explore the development status of Putian City sports tourism management, develop scientific and reasonable management strategies to enhance the attraction of sports tourism, and verify the feasibility of relevant strategies. The research adopts the R&D research method, combines the relevant theories and practical results at home and abroad, collects the quantitative data of 400 tourists from the 5 tourist attractions in Putian City through the questionnaire survey, and obtains the qualitative data of 15 relevant personnel through interviews, including tourist attraction managers, local residents, tourism enterprise managers, tour guides and government staff. The qualitative data were preliminarily processed by descriptive statistical analysis method, and further interpreted by content analysis method. On this basis, the study carried out SWOT analysis by integrating quantitative and qualitative data, and systematically identified the strengths, weaknesses, opportunities and threats in Putian City sports tourism management. Based on the TOWS matrix framework, this paper proposes a sports tourism management scheme including 6 SO strategies, 6 ST strategies, 6 WO strategies and 6 WT strategies. In order to further improve the strategy system, 9 experts were organized to conduct professional validation, optimize and integrate the strategies, and finally form the final scheme of 5 SO strategies, 4 ST strategies, 4 WO strategies and 4 WT strategies. The feasibility was verified by interviews with 15 relevant personnel, aiming to systematically improve the management level and market competitiveness of sports tourism in Putian City. This chapter is divided into 3 parts:

1. Research conclusion
2. Research discussion
3. Research recommendations

5.1 Research conclusion

5.1.1 Research on the current situation of sports tourism management

(1) Current situation of sports tourism tourists

Based on the basic information of the questionnaire survey and the data of tourist behavior, Putian City's sports tourism source structure is centered on the 21-35-year-old youth group (38%), with the highest proportion of undergraduates

(37.3%), and the occupation distribution is dominated by enterprise managers, students and freelancers. In the composition of tourist sources, 35.3% of the tourists in the city, 27.5% in the surrounding areas of the province, and 37.2% outside the province (such as Guangdong, Zhejiang and Jiangxi). Tourists' annual participation in sports tourism is relatively high (4-5 times/year accounting for 39%), and the per capita consumption is concentrated in the range of 2001-4000 yuan (34.3%). In terms of behavior characteristics, they prefer short-distance travel of 1-2 days (43%), the core purpose of travel is to learn sports skills, participate in and watch sports events, and the information access channel is highly dependent on social media (37.3%).

(2) Strength of sports tourism management

S1: Rich in natural resources, superior climatic conditions and beautiful natural scenery.

S2: The infrastructure is relatively complete, the transportation is convenient and modern, the hotels, restaurants and other facilities are complete, the sanitary conditions are good, and the tourist attraction identification system is complete.

S3: There are various types of traditional sports activities, and the brand effect of Southern Shaolin Wushu is significant.

S4: With rich and unique national sports and cultural activities, Mazu culture has global influence.

S5: Strong policy support, active publicity and promotion, patient and proactive staff service, and convenient sports travel booking service.

S6: Residents are hospitable, highly involved, and actively support or participate in sports tourism activities.

S7: The city is economically active, and large-scale sports events and street activities in business districts effectively extend the stay time of tourists.

S8: There are great opportunities for international cooperation, and there are many marine sports near the coastline and Meizhou Island.

S9: The characteristics of sports tourism products are remarkable, and the integration of intangible cultural heritage (intangible cultural heritage) is high.

S10: The characteristics of sports tourist attractions are diversified and have the potential to attract tourists of all ages.

(3) Weakness of sports tourism management

W1: Tourism resources are significantly affected by seasonality, and passenger flow fluctuates seasonally.

W2: Shortage of professionals and lack of professional coaches; The organization quality of the tour guide team is poor, and multilingual services are missing.

W3: The efficiency of government regulation is insufficient, the efficiency of cross sectoral cooperation is low, and the price of catering and accommodation in peak tourism season is expensive.

W4: The implementation of the emergency plan for the tourist attraction is not in place, the supervision is loose, and there are certain potential safety hazards for tourists.

W5: Outdated sports venues and facilities, lack of innovation in sports events.

W6: The quality of sports tourism merchants is uneven, and there are deceptive behaviors.

W7: The homogenization competition among tourist attractions is serious, and the rate of tourists' revisiting shows a downward trend.

W8: There are few kinds of sports tourism souvenirs and lack of design innovation.

W9: Insufficient linkage within the region and unreasonable arrangement of sports tourism activities.

(4) Opportunities of sports tourism management

O1: The government vigorously promotes the development of tourism economy. Putian City has many natural resources and has great potential to develop sports tourism economy.

O2: The consumption level of Chinese residents is growing rapidly with strong purchasing power, and there are a large number of young and middle-aged people with a consumption base.

O3: Coordinated development with the surrounding urban areas. The government is vigorously promoting the cross regional cooperation between "Minzhong sports tourism circle" and "Meizhou Pingtan".

O4: Every year, due to Mazu pilgrimage activities, a large number of foreign tourists pour into Putian City, bringing opportunities for holding international sports events.

O5: The rise of online social media can be used for digital marketing, and sports tourism can be promoted with the help of social media and big data.

O6: The demand for new tourism formats is growing, and international maritime sports tourism products can be developed. Maritime routes such as "Meizhou Bay Southeast Asia" can be designed to attract high-end customers.

O7: Mazu culture, southern Shaolin martial arts culture and other intangible cultural heritage are prominent, which can enhance the combination of intangible cultural heritage and sports tourism industry, and cooperate with colleges and universities to organize intangible cultural heritage products to enhance cultural experience.

(5) Threats of sports tourism management

T1: Frequent natural disasters, marine red tides and seasonal typhoons restrict the development of water projects, and ecological protection is under great pressure.

T2: Affected by the "siphon effect" among cities, it is facing the competitive pressure of Fuzhou, Quanzhou, Xiamen and other surrounding cities.

T3: The sports tourism industry is greatly affected by the change of government policies, and the increase of government financial pressure affects the development of sports tourism.

T4: Sports tourism activities and products remain unchanged for a long time, lack of innovation, and are difficult to attract tourists for a long time.

T5: The government and tourist attractions are not strictly regulated, and there are behaviors such as malicious competition and price gouging in tourist attractions.

T6: Tourism related personnel training is insufficient, lacking high-level tourism experts and leading talents in cultural development.

T7: Tourism souvenirs are seriously homogenized and lack innovation.

T8: Public opinion crisis, Putian City has negative publicity such as "city of fake shoes", which needs long-term positive guidance.

5.1.2 Develop sports tourism management strategies for Putian City

Through SWOT analysis and TOWS matrix, the researchers put forward sports tourism management strategies for Putian City, including 6 SO strategies, 6 ST strategies, 6 WO strategies and 6 WT strategies. Details are as follows:

(1) SO strategy

SO1: Utilize the martial arts culture of Southern Shaolin, integrate natural resources and Southern Shaolin brand, apply for a national demonstration zone, differentiate from Quanzhou Shaolin Temple, and attract tourists.

SO2: Establish Mazu Culture and South Shaolin Sports Culture Base, collaborate with universities to develop cultural derivative products, and increase tourists' cultural identity and experience.

SO3: Utilize existing infrastructure to build high-end marine economic complexes, open up sea tourism routes, differentiate from surrounding cities, and attract tourists.

SO4: Organize sports tourism projects centered around South Shaolin martial arts and Mazu pilgrimage, mobilize local residents to actively participate, and expand influence.

SO5: Utilize diversified scenic spots, cooperate with surrounding cities to develop sports tourism economy, mobilize residents to participate, and enhance tourist experience.

SO6: In response to Mazu culture, the government and businesses use online media to globally promote and advertise sports tourism activities, and hold international events to expand their influence.

(2) ST Strategy

ST1: Utilize the sports and cultural resources of Southern Shaolin martial arts, actively promote them, and create differences with surrounding cities. Simultaneously establish a martial arts indoor sports experience hall to avoid the impact of typhoon weather and continue to attract tourists.

ST2: Utilize Mazu cultural resources to form differentiated competition with Quanzhou, Fuzhou, and Xiamen, and attract tourists.

ST3: Innovate and develop Southern Shaolin martial arts and Mazu culture, and create influential projects by combining them with comprehensive infrastructure. Introducing intelligent supervision and regulating merchant behavior will make it difficult to attract tourists in the long run.

ST4: Collaborate with cultural heritage inheritors from South Shaolin and universities to cultivate professional talents and provide tourists with a better experience.

ST5: Develop long-term policies to promote the joint training plan of government and enterprise talents, and jointly establish the "Ocean Sports College" by the government, universities, and enterprises to train professional coaches.

ST6: Establish an exclusive certification system for Putian City, collaborate with universities to develop tourism souvenirs, and produce unique tourism products.

(3) WO Strategy

WO1: Utilize government funding support to renovate old venues, open smart venues during the off-season, and use policy subsidies to attract tourists to participate.

WO2: Establish a regional talent cooperation pool with universities for sports tourism projects such as Mazu culture and South Shaolin martial arts culture, cultivate multilingual tour guides, and provide tourists with a better experience.

WO3: Take advantage of the opportunity to vigorously develop sports tourism, collaborate with surrounding cities, jointly sell tickets, and attract tourists.

WO4: Transform old sports and cultural venues into sports tourism and cultural experience centers to attract tourists to participate.

WO5: Establish a regional security coordination mechanism and jointly establish emergency linkage mechanisms in Fuzhou, Putian, and Quanzhou to ensure the safety of tourists.

WO6: Develop a deep tourism system of "Mazu culture+sports tourism" for foreign tourists, creating content differences with surrounding cities and attracting tourists.

(4) WT Strategy

WT1: The government organizes multi skill training camps to train tour guides on first aid knowledge, strengthen the service level for local tourism practitioners, and provide tourists with a better experience.

WT2: Differentiated regional competition, through cooperation with local craftsmen and cultural inheritors, developing more non seasonal tourism souvenirs with local characteristics, forming differentiated competitive advantages, and attracting tourists.

WT3: Improve the transparency of the service chain, publicly evaluate merchants, establish a credit evaluation system, and provide tourists with a better

consumption experience.

WT4: Cooperate with Putian City University to establish a major in "Sports Tourism" and sign a local employment agreement to attract tourists.

WT5: Create a venue innovation experimental zone, introduce enterprises to transform old venues into new sports tourism venues, differentiate from sports tourism in surrounding cities, and attract tourists.

WT6: Utilize Mazu and Southern Shaolin culture, innovate sports tourism projects and souvenirs, and enhance tourists' cultural identity.

5.1.3 Conclusion on the validation of sports tourism management strategies

The comprehensive analysis showed that the 9 experts agreed that the overall feasibility of the series of strategies was high, which not only conformed to the current situation of the city's sports tourism management development, but also met the future development needs. The SO strategy is the most feasible, but some strategies still need to be adjusted and optimized. After adjustment recommended by the expert seminar, the specific implementation plan including 5 SO strategies, 4 ST strategies, 4 WO strategies and 4 WT strategies was finally determined, as follows:

SO strategy

SO1: Utilize the martial arts culture of Southern Shaolin to develop sports and cultural tourism, enhance international influence, and attract tourists.

SO2: Utilize convenient transportation and ocean resources to develop high-end ocean sports tourism routes, differentiate from surrounding cities, and attract tourists.

SO3: Build characteristic sports tourism projects around tourism resources such as Mazu worship, apply for national demonstration zones, and enhance the visibility of the scenic area.

SO4: Create large-scale sports events that promote sports tourism and culture, and expand their influence.

SO5: The government and businesses use online media to promote and advertise sports tourism activities, mobilize residents to actively participate, and enhance the tourist experience.

ST strategy

ST1: The government vigorously promotes Mazu and Southern Shaolin martial arts culture, encourages residents to participate, and avoids homogeneous competition in sports tourism attractions and activities.

ST2: Create tourism souvenirs for Mazu and Southern Shaolin martial arts to avoid homogenization, attract tourists, and enhance cultural experience.

ST3: The government should manage and regulate corporate behavior to avoid malicious competition and product homogenization.

ST4: Jointly established the "Ocean Sports Major" with the School of Physical Education at Putian University to train ocean sports coaches.

WO strategy

WO1: Utilize government funding support and the rise of online social media to carry out intelligent renovation of old venues and enhance tourist experience.

WO2: Utilize the opportunity of urban cooperative development to build a regional talent cooperation network, strengthen the quality of tour guide services, and enhance the cultural experience of tourists.

WO3: Utilize Mazu worship and Southern Shaolin martial arts culture to create distinctive tourist attractions and souvenirs, and collaborate around these two core resources to attract tourists.

WO4: Utilize the opportunities of Mazu culture and the rise of maritime sports to develop maritime sports tourism projects, differentiate from surrounding cities, and attract tourists.

WT strategy

WT1: Cooperate with the School of Physical Education of Putian University to cultivate sports tourism professionals, and provide emergency training for scenic area management personnel and tour guides to ensure the safety of tourists.

WT2: Collaborate with businesses, merchants, and craftsmen to develop sports tourism themed souvenirs.

WT3: Relevant government departments should establish systems to improve supervision and form a reasonable pricing system for goods and services.

WT4: Launch sports tourism related products, increase blind box experience projects, attract tourists, and enhance their experience.

5.2 Research discussion

5.2.1 Discussion on the current situation of sports tourism management

The analysis of the questionnaire survey results and literature review shows that the current situation of Sports Tourism Management in Putian City is characterized by "a solid hardware foundation and software services to be improved." Its strengths in natural resources (S1), infrastructure (S2) and cultural heritage (S3, S4) are highly consistent with taleghani&ghafary (2014)'s assertion that "the core competitiveness of sports tourism destination stems from its unique culture and natural resource endowment". However, this study also reveals its obvious shortcomings in terms of professionals (W2), service quality (W3, W4) and product innovation (W5, T4), which confirms zemeng&Lu (2021)'s view that "the sustainable development of sports tourism destinations depends not only on innate resources, but also on continuous service optimization and management innovation in the later stage". It is particularly noteworthy that Mazu culture and southern Shaolin martial arts, as cultural IP with global influence, have not yet fully transformed their tourism value, which is consistent with Yao et al. (2020)'s suggestion that "cultural resources need to be transformed from static display to immersion and experiential tourism mode" in the study of Mazu belief's tourism, suggesting that Putian City needs to focus on solving the problem of deep integration of cultural resources and modern tourism

experience in the future development.

5.2.2 Discussion on sports tourism management strategy

Based on SWOT analysis and the TOWS matrix, the 4 types of management strategies proposed in this study constitute a hierarchical and mutually supportive strategic system. SO strategy focuses on internal strengths to capture external opportunities, reflecting the classic growth-oriented strategic thinking. For example, SO2 (International Intangible Cultural Heritage sports IP) and SO3 (high-end marine economic complex) aim to create new market attractiveness through resource superposition and brand building, which is consistent with the logical chain of "ultimately realize the promotion of customer value proposition through the coordination of internal process and learning growth level" advocated by Kaplan & Norton (2004) in the strategic map theory. ST strategy focuses on using its own strengths to deal with external threats, showing strong strategic defensive and initiatives. ST1 (disaster-resistant cultural experience system) skillfully transforms the threat of natural disaster (T1) into an opportunity for indoor cultural experience, and ST2 (Mazu exclusive IP) constructs differentiation barriers to cope with competition (T2) through cultural uniqueness. These strategies reflect the core idea of Porter's (2008) differentiated competition strategy, to avoid the risk of homogeneous competition by providing unique value. WO strategy is a turnaround strategy, which aims to make use of external opportunities to make up for internal weaknesses. WO2 (regional talent cooperation network) faces the problem of a shortage of multilingual service talents (W2), and realizes resource sharing through regional cooperation (O3), which reflects the path of "solving common development bottlenecks through regional integration" advocated by Decai & Jingli (2019). WT strategy is a defensive strategy designed to minimize the impact of weaknesses and threats. WT3 (transparent service chain) responds to the challenges of different business quality (W6) and market disorder (T5) by Setting up a credit validation system, which is in line with the development trend of "building a healthy market ecology with information transparency and credit mechanism" in modern service management (Zeithaml et al., 2018). To sum up, this strategy system not only covers the complete strategic pedigree from attack to defense, but also various strategies are interrelated and empowered with each other, which together constitute a systematic solution for Putian City sports tourism management.

5.2.3 Discussion on feasibility assessment of overall strategy

The feasibility assessment of the final 5 SO, 4 ST, 4 WO and 4 WT strategies, which combines the results of expert review and multi stakeholder interviews, shows a high degree of consensus. The SO strategy is generally considered to be the most feasible, especially the integrated "International Intangible Cultural Heritage sports IP and martial arts culture festival" and "high-end marine economic complex". Experts believe that it fully integrates the core cultural and natural resources of Putian City

and has a clear market positioning, which coincides with the model proposed by Vitale & Liu (2020) "Sports tourism should achieve a value leap through two aspects of driving: 'high-end business leadership' and 'milestone event driving'". In the ST strategy, the "government enterprise talent co-education plan" (ST5) is highly recognized for its targeted solution to the fundamental pain point of talent shortage in the industry (W2, T6). Its "enrollment training employment" integrated design reflects the "systematic and professional human resource development" emphasized by kandampully (2007). In the WO strategy, the "digital activation and venue transformation linkage plan" (WO1+WO4) is regarded as an effective innovation to solve the off-season dilemma (W1). Through VR cloud tourism drainage, and then through the transformation experience of physical venues, the online and offline closed-loop is constructed, which is in line with the profound insight of Brynjolfsson&McAfee (2014) that "the essence of digital transformation lies in the online and offline integrated operation and experience reconstruction". In the WT strategy, "differentiated regional competition" (WT2) and "service chain transparency" (WT3) are considered to be the key to enhance the overall competitiveness and reputation of the industry. WT2 creates unique selling points through deep cultivation of intangible cultural heritage culture, and WT3 regulates market order by building a credit system. The two work together, echoing grant (2016)'s strategic principle that "enterprises should adhere to 'pay equal attention to governance and innovation' when dealing with complex environments". On the whole, the strategy system has not only received theoretical support, but also has a solid foundation of practical feasibility because it is closely combined with the reality of Putian City and faces the core problems.

5.3 Research recommendations

Due to the limited research ability and practical level of the researchers, although there are still some shortcomings in this study, its results have certain reference value for the development of sports tourism management in other cities in China and also provide insights for the development of sports tourism management in Putian City.

5.3.1 Recommendations for applying the results of the study

The results of this study provide practical and feasible strategic recommendations for sports tourism management in Putian City, which can help optimize the utilization of tourism resources, improve tourist satisfaction, enhance management capabilities, and promote sustainable development of the local economy. This article will provide a series of practical suggestions to the Putian City Tourism Bureau, Putian City Sports Bureau, tourism companies, and scenic area managers.

(1) When the government applies research results, the Putian Tourism Bureau, Putian Sports Bureau, tourism companies, and tourist attractions need to comprehensively consider multiple factors such as natural environment, infrastructure, sports culture, sports tourism services, and tourism demand. The government should

focus on unique cultural and natural assets, such as Mazu and Southern Shaolin, to avoid homogeneous development. The government can further develop plans using the proposed strategies to enhance overall competitiveness and attractiveness.

(2) In the process of deep development of tourism resources, attention should be paid to maintaining the sustainability of the natural environment and the original appearance of tourist attractions. Strict ecological and cultural impact assessments should be conducted when developing ocean sports, high-end complexes, and activity-based tourism. It is recommended that businesses, enterprises, and universities jointly create more attractive sports tourism products to attract tourists.

(3) Other cities of the same type can refer to the strategies proposed in this article for application in the development of urban sports tourism.

5.3.2 Recommendations for further research

Researchers propose the following 4 recommendations for future research:

(1) If future research continues to focus on the development of tourism in Putian City, further research can be conducted on the strategies of enterprises, merchants, and universities in the development of tourism souvenirs.

(2) Researchers hope to further study policy guidelines that are beneficial for the development of sports tourism in Putian City after proposing relevant strategies, policies, or models.

(3) Further research can be conducted on the relevant models of leisure tourism, tracking changes in tourism behavior, market demand, and strategic outcomes, in order to improve the predictability and adaptability of policy formulation.

(4) Other cities can learn from the research methods in this article to study the development strategy of sports tourism in cities. Comparative analysis of the sports tourism competitiveness of cities in Fujian Province or similar coastal areas.

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Appendix

Appendix A Questionnaire on the current situation of sports tourism management in Putian City

Dear Madam/Sir:

Hello! I am a doctoral student at Silpakorn University and I am currently completing my doctoral dissertation. Thank you for participating in this survey. This questionnaire aims to study the current situation and development potential of sports tourism management in Putian City and explore its strengths and improvement methods In terms of competitiveness. Your opinions are very important for the research. All information will only be used for academic research and the answers will be kept strictly confidential. Thank you for your support!

Part 1 : Basic information

1. Your gender:

- (1) Male
- (2) Female

2. Your age:

- (1) Under 20 years old
- (2) 21-35 years old
- (3) 36-50 years old
- (4) 51-65 years old
- (5) Over 66 years old

3. Your education:

- (1) High school and below
- (2) College degree
- (3) Bachelor degree
- (4) Master degree and above

4. Your occupation:

- (1) Student
- (2) Government personnel
- (3) Business manager
- (4) Civil service personnel
- (5) Self-employed
- (6) Freelancer
- (7) Retired
- (8) Other

5. Where are you from:

- (1) Putian City
- (2) Fujian Province (except Putian City)
- (3) Other provinces (Guangdong Province, Zhejiang Province, Jiangxi Province)

6. How often do you participate in sports tourism activities:

- (1) Once a year or less
- (2) 2-3 times a year:
- (3) 4-5 times per year
- (4) More than 5 times per year

7. What is your monthly income? (RMB)

- (1) Less than 5,000
- (2) 5,001-10,000
- (3) 10,001-15,000
- (4) 15,001-20,000
- (5) More than 20,000

8. What is your mean expenditure on sports tourism activities (RMB)?

- (1) Less than 2,000
- (2) 2,001-4,000
- (3) 4,001-6,000
- (4) 6,001-8,000
- (5) More than 8,000

Part II Tourist behavior

9. How long do you usually stay in Putian City for sports tourism?

- (1) Within 1 day
- (2) 1-2 days
- (3) 3-5 days
- (4) More than 5 days

10. What is your usual purpose for participating in sports tourism?

- (1) Watching sports events
- (2) Learning sports
- (3) Participating in sports events
- (4) Leisure and entertainment
- (5) Historical and cultural pilgrimage
- (6) Others

11. What types of sports tourism do you hope to participate in in Putian City?

- (1) Water sports (such as sailing, swimming)
- (2) Mountain sports (such as hiking, rock climbing)
- (3) Leisure and fitness activities (such as yoga and Tai Chi)
- (4) Competitive events (such as marathons, dragon boat races)
- (5) Others

12. How do you learn about sports tourism activities in Putian City?

- (1) Social media
- (2) Official tourism websites
- (3) Recommendations from relatives and friends
- (4) Advertisements
- (5) Others

13. What activities do you hope to experience when participating in sports tourism?

- (1) Historical and cultural activities
- (2) Traditional sports activities
- (3) Religious pilgrimage activities
- (4) Ancestral temple worship activities
- (5) Emerging sports activities

14. What aspects of Putian City's sports tourism activities are you most concerned about?

- (1) Natural environment
- (2) Traffic conditions
- (3) Scenic area services
- (4) Catering conditions
- (5) Safety conditions

15. What price forms of sports tourism activities in Putian City can attract you to participate?

- (1) Free
- (2) Low price
- (3) Discount
- (4) Package tickets

Part III: Current situation of sports tourism management

Please rate the following aspects and tick the corresponding score.

5 means "excellent"

4 means "good"

3 means "mean"

2 means "poor"

1 means "very poor"

No.	Current situation of sports tourism management in Putian City	Rating Scale				
		5	4	3	2	1
16	Your opinion on the natural environment					
17	Your opinion on the traffic conditions					
18	Your opinion on the venue construction					
19	Your opinion on the infrastructure					
20	Your opinion on the sport tourism activities					

No.	Current situation of sports tourism management in Putian City	Rating Scale				
		5	4	3	2	1
21	Your opinion on the sports culture					
22	Your opinion on the sports events					
23	Your opinion on the event staff services					
24	Your opinion on the tour guide services					
25	Your opinion on the tourist attraction signs					
26	Your opinion on the restaurant services					
27	Your opinion on the restaurant hygiene					
28	Your opinion on the menu prices					
29	Your opinion on the hotel accommodation services					
30	Your opinion on the hotel hygiene					
31	Your opinion on the hotel prices					
32	Your opinion on the sports tourism activity booking services					
33	Your opinion on the scenic area's emergency safety services					
34	Your opinion on the hospitality of local residents					
35	Your opinion on the sports tourism operator					
36	Your opinion on the sports tourism souvenirs					
37	Your opinion on the government's promotion of sports tourism					
38	Your opinion on the government safety regulation					
39	Your opinion on the overall status of sports tourism					

Part IV: Tourist suggestion

40. What opportunities and threats do you think Putian City faces in the development of sports tourism?

Appendix B Interview form on the current situation of sports tourism management in Putian City

The purpose of this interview is to gain a deeper understanding of the key factors driving the development of sports tourism in Putian City. Interviews will be conducted with practitioners in the sports tourism industry and government officials to analyze the current situation, strengths, weaknesses, opportunities, and challenges of sports tourism in Putian City. The interview content will be used for academic analysis only, and all information will be strictly confidential.

1. What do you think is the goal of sports tourism development in Putian City?
2. What do you think of the overall situation of sports tourism in Putian City?
3. What do you think about the current development and management of sports tourism resources in Putian City?
4. What do you think of the construction of sports tourism infrastructure in Putian City?
5. What do you think of the management of sports and tourism activities in Putian City?
6. What do you think of the risk management of sports tourism in Putian City?
7. What problems do you think still exist in Putian City's sports tourism services?
8. What role do you think the Putian City Municipal Government plays in sports tourism management?
9. What do you think of the promotion of sports tourism in Putian City?
10. Do you have any other suggestions for sports tourism management in Putian City?

Appendix C Process of connoisseurship

1. Preparation before the meeting

- (1) Contact experts in advance and negotiate a meeting time with them;
- (2) On the day of the meeting, create a Tencent video conference link and send it to the experts;
- (3) Wait for experts to enter the meeting and check the equipment (cameras, microphones).

2. Meeting process

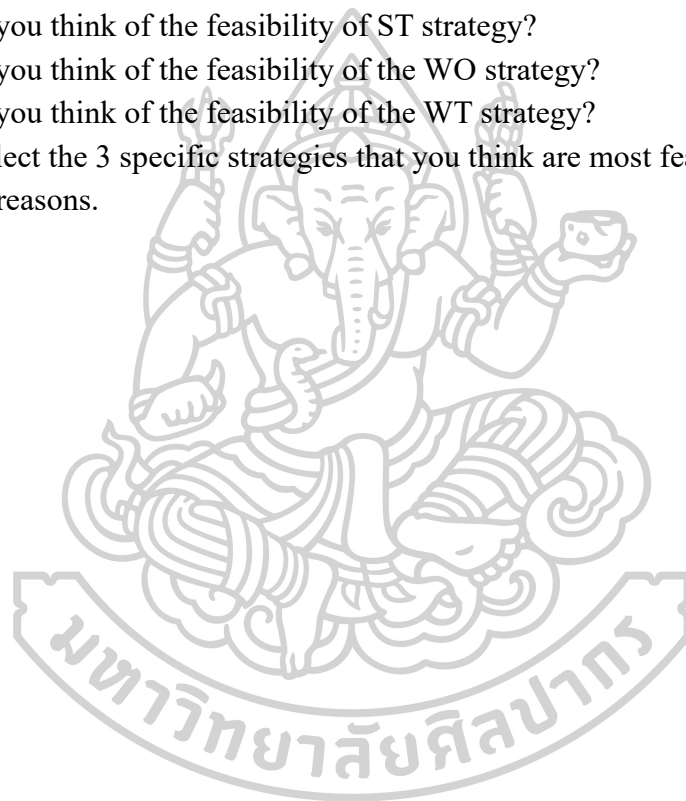
- (1) The host announces the start of the meeting and introduces the attending experts;
- (2) The host clarifies the meeting objectives and relevant strategies to be discussed;
- (3) Experts discussed during the meeting:
 - 1) Discuss the feasibility of these strategies in promoting the development goals and overall situation of sports tourism in Putian City.
 - 2) Discuss the feasibility of SO strategy in integrating sports tourism resources, leveraging cultural strengths and infrastructure efficiency in Putian City, and provide valuable suggestions for these strategies.
 - 3) Discuss the feasibility of ST strategy in addressing threats such as external competition and policy changes, and provide constructive recommendations for these strategies.
 - 4) Discuss the feasibility of WO strategies in improving tourism service deficiencies and enhancing management efficiency, and provide constructive suggestions for these strategies.
 - 5) Discuss the feasibility of WT strategy in addressing issues such as talent shortage, service homogenization, and inadequate regulation, and provide constructive suggestions for these strategies.
 - 6) Other suggestions
- (4) Meeting Summary
 - 1) The host provides a brief overview of the discussion content and results of the meeting,
 - 2) Thanks to the experts attending the conference;
 - 3) Announce the end of the meeting.

3. Group photo

Appendix D Interview form on strategy feasibility

This interview form is mainly used to interview staff of Putian City Sports Tourism Bureau, managers of sports tourism tourist attractions, leaders of sports tourism enterprises, and tour guides. All collected data is for academic research purposes only. Thank you for your participation and support for this study!

1. What do you think is the overall feasibility of the sports tourism management strategy in Putian City?
2. What do you think of the feasibility of the SO strategy?
3. What do you think of the feasibility of ST strategy?
4. What do you think of the feasibility of the WO strategy?
5. What do you think of the feasibility of the WT strategy?
6. Please select the 3 specific strategies that you think are most feasible and briefly explain the reasons.



Appendix E Expert evaluation form for questionnaire validity

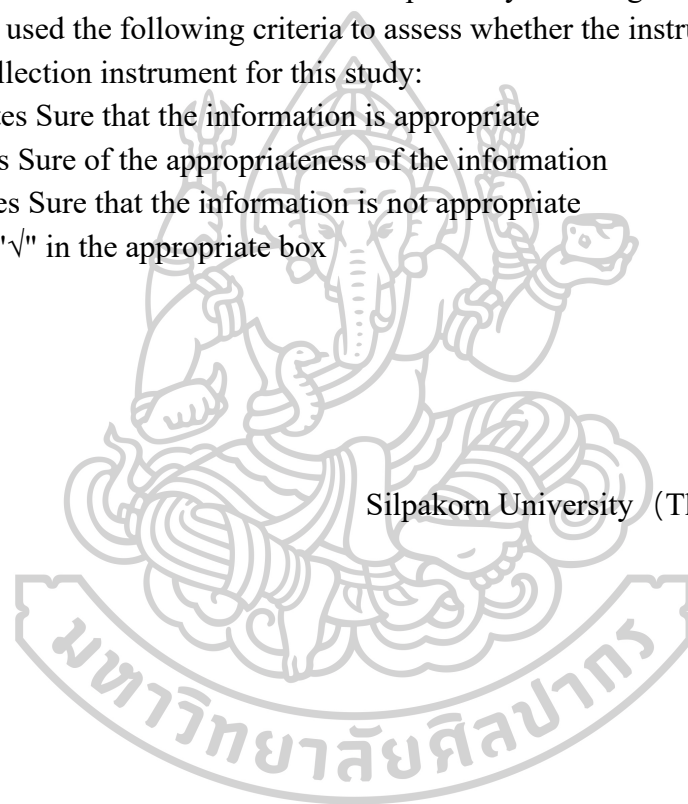
Dear Experts:

Hello! I am a doctoral student majoring in leisure tourism and sports management at the Faculty of Education, Silpakorn University. My thesis "The Strategy of Sports Tourism Management in Putian City" is about to enter the data collection stage. I am now designing a questionnaire on sports tourism in Putian City, aiming to investigate the travel experience of sports tourism tourists. In order to validate the effectiveness of the questionnaire, I would like to consult you and ask for your opinion. Please give me your valuable advice! I would like to express my sincere gratitude to you!

The experts used the following criteria to assess whether the instrument could be used as a data collection instrument for this study:

- +1 indicates Sure that the information is appropriate
- 0 indicates Sure of the appropriateness of the information
- 1 indicates Sure that the information is not appropriate

Please tick "√" in the appropriate box



Silpakorn University (Thailand): Zhang zhi
March 2025

Contents	Rating			Suggestion
	+1	0	-1	
Basic information				
1. Your gender: (1) Male (2) Female				
2. Your age: (1) Under 20 years old (2) 21-35 years old (3) 36-50 years old (4) 51-65 years old (5) Over 66 years old				
3. Your education: (1) High school and below (2) College degree (3) Bachelor degree (4) Master degree and above				
4. Your occupation: (1) Student (2) Government personnel (3) Business manager (4) Civil service personnel (5) Self-employed (6) Freelancer (7) Retired (8) Other				
5. Where are you from: (1) Putian City (2) Fujian Province (except Putian City) (3) Other provinces (Guangdong Province, Zhejiang Province, Jiangxi Province)				

Contents	Rating			Suggestion
	+1	0	-1	
6. How often do you participate in sports tourism activities: (1) Once a year or less (2) 2-3 times a year times (3) 4-5 times per year (4) More than 5 times per year				
7. What is your monthly income? (RMB) (1) Less than 5,000 (2) 5,001-10,000 (3) 10,001-15,000 (4) 15,001-20,000 (5) More than 20,000				
8. What is your mean expenditure on sports tourism activities (RMB)? (1) Less than 2,000 (2) 2,001-4,000 (3) 4,001-6,000 (4) 6,001-8,000 (5) More than 8,000				
Contents	Rating			Suggestion
	+1	0	-1	
Tourist Behavior				
9. How long do you usually stay in Putian City for sports tourism? (1) Within 1 day (2) 1-2 days (3) 3-5 days (4) More than 5 days				
10. What is your usual purpose for participating in sports tourism? (1) Watching sports events (2) Learning sports (3) Participating in sports events (4) Leisure and entertainment (5) Historical and cultural pilgrimage				

(6) Others				
Contents	Rating			Suggestion
	+1	0	-1	
12. How do you learn about sports tourism activities in Putian City? (1) Social media (2) Official tourism websites (3) Recommendations from relatives and friends (4) Advertisements (5) Others				
13. What activities do you hope to experience when participating in sports tourism? (1) Historical and cultural activities (2) Traditional sports activities (3) Religious pilgrimage activities (4) Ancestral temple worship activities (5) Emerging sports activities				
14. What aspects of Putian City's sports tourism activities are you most concerned about? (1) Natural environment (2) Traffic conditions (3) Scenic area services (4) Catering conditions (5) Safety conditions				
15. What price forms of sports tourism activities in Putian City can attract you to participate? (1) Free (2) Low price (3) Discount (4) Package tickets				

Contents	Rating			Suggestion
	+1	0	-1	
Current Situation of Sports Tourism Management				
16. Your opinion on the natural environment				
17. Your opinion on the traffic conditions				
18. Your opinion on the venue construction				
19. Your opinion on the infrastructure				
20. Your opinion on the sport tourism activities				
21. Your opinion on the sports culture				
22. Your opinion on the sports events				
23. Your opinion on the event staff services				
24. Your opinion on the tour guide services				
25. Your opinion on the tourist attraction signs				
26. Your opinion on the restaurant services				
27. Your opinion on the restaurant hygiene				
28. Your opinion on the menu prices				
29. Your opinion on the hotel accommodation				
30. Your opinion on the hotel hygiene				
31. Your opinion on the hotel prices				
32. Your opinion on the sports tourism activity booking services				

Contents	Rating			Suggestion
	+1	0	-1	
33. Your opinion on the scenic area's emergency safety services				
34. Your opinion on the hospitality of local residents				
35. Your opinion on the sports tourism operator				
36. Your opinion on the sports tourism souvenirs				
37. Your opinion on the government's promotion of sports tourism				
38. Your opinion on the government safety regulation				
39. Your opinion on the overall status of sports tourism				
40. What opportunities and threats do you think Putian City faces in the development of sports tourism?				

Please give me your valuable feedback on what you think needs to be done to improve this questionnaire.

Expert Signature

March 2025

Appendix F Expert evaluation form for interview form validity

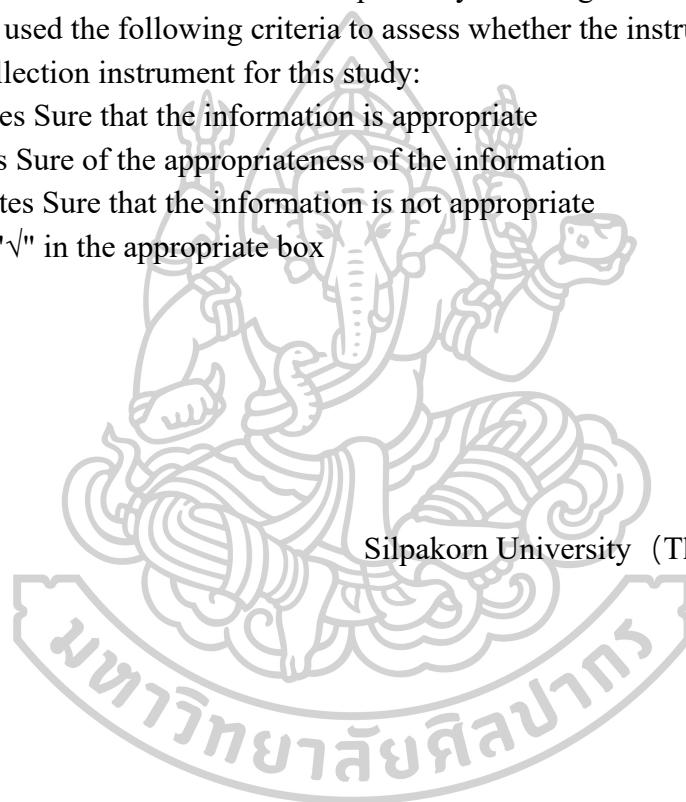
Dear Experts:

Hello! I am a doctoral student majoring in leisure tourism and sports management at the Faculty of Education, Silpakorn University. My thesis "The Strategy of Sports Tourism Management in Putian City" is about to enter the data collection stage. I am now designing a questionnaire on sports tourism in Putian City, aiming to investigate the travel experience of sports tourism tourists. In order to validate the effectiveness of the interviews, I would like to consult you and ask for your opinion. Please give me your valuable advice! I would like to express my sincere gratitude to you!

The experts used the following criteria to assess whether the instrument could be used as a data collection instrument for this study:

- +1 indicates Sure that the information is appropriate
- 0 indicates Sure of the appropriateness of the information
- 1 indicates Sure that the information is not appropriate

Please tick "√" in the appropriate box



Silpakorn University (Thailand): Zhang zhi
March 2025

Contents	Rating			Suggestion
	+1	0	-1	
1.What do you think is the goal of sports tourism development in Putian City?				
1. What do you think of the overall situation of sports tourism in Putian City?				
2. What do you think about the current development and management of sports tourism resources in Putian City?				
3. What do you think of the construction of sports tourism infrastructure in Putian City?				
4. What do you think of the management of sports and tourism activities in Putian City?				
5. What do you think of the risk management of sports tourism in Putian City?				
6. What problems do you think still exist in Putian City's sports tourism services?				
7. What role do you think the Putian City Municipal Government plays in sports tourism management?				
8. What do you think of the promotion of sports tourism in Putian City?				
Contents	Rating			Suggestion
	+1	0	-1	
10.Do you have any other suggestions for sports tourism management in Putian City?				

Please give me your valuable feedback on what you think needs to be done to improve this questionnaire.



Expert Signature

March 2025

Appendix G Results of IOC of questionnaire

Contents	Expert			IOC
	A	B	C	
Basic information	+1	+1	+1	1
1. Your gender: (1) Male (2) Female				
2. Your age: (1) Under 20 years old (2) 21-35 years old (3) 36-50 years old (4) 51-65 years old (5) Over 66 years old	+1	+1	+1	1
3. Your education: (1) High school and below (2) College degree (3) Bachelor degree (4) Master degree and above	+1	+1	+1	1
4. Your occupation: (1) Student (2) Government personnel (3) Business manager (4) Civil service personnel (5) Self-employed (6) Freelancer (7) Retired (8) Other	+1	+1	+1	1
5. Where are you from: (1) Putian City (2) Fujian Province (except Putian City) (3) Other provinces (Guangdong Province, Zhejiang Province, Jiangxi Province)	+1	+1	0	0.66
Contents	Expert			IOC

	A	B	C	
6. How often do you participate in sports tourism activities: (1) Once a year or less (2) 2-3 times a year times (3) 4-5 times per year (4) More than 5 times per year	+1	+1	+1	1
7. What is your monthly income? (RMB) (1) Less than 5,000 (2) 5,001-10,000 (3) 10,001-15,000 (4) 15,001-20,000 (5) More than 20,000	+1	0	+1	0.66
8. What is your mean expenditure on sports tourism activities (RMB)? (1) Less than 2,000 (2) 2,001-4,000 (3) 4,001-6,000 (4) 6,001-8,000 (5) More than 8,000	+1	+1	+1	1
contents	expert			IOC
	A	B	C	
Tourist Behavior	+1	+1	+1	1
9. How long do you usually stay in Putian City for sports tourism? (1) Within 1 day (2) 1-2 days (3) 3-5 days (4) More than 5 days				
10. What is your usual purpose for participating in sports tourism? (1) Watching sports events (2) Learning sports (3) Participating in sports events (4) Leisure and entertainment (5) Historical and cultural pilgrimage (6) Others	+1	+1	+1	1

contents	expert			IOC
	A	B	C	
11. What types of sports tourism do you hope to participate in in Putian City? (1) Water sports (such as sailing, swimming) (2) Mountain sports (such as hiking, rock climbing) (3) Leisure and fitness activities (such as yoga and Tai Chi) (4) Competitive events (such as marathons, dragon boat races) (5) Others	+1	+1	+1	1
12. How do you learn about sports tourism activities in Putian City? (1) Social media (2) Official tourism websites (3) Recommendations from relatives and friends (4) Advertisements (5) Others	+1	+1	+1	1
13. What activities do you hope to experience when participating in sports tourism? (1) Historical and cultural activities (2) Traditional sports activities (3) Religious pilgrimage activities (4) Ancestral temple worship activities (5) Emerging sports activities	+1	+1	+1	1
contents	Expert			IOC

	A	B	C	
14. What aspects of Putian City's sports tourism activities are you most concerned about? (1) Natural environment (2) Traffic conditions (3) Scenic area services (4) Catering conditions (5) Safety conditions	+1	+1	+1	1
15. What price forms of sports tourism activities in Putian City can attract you to participate? (1) Free (2) Low price (3) Discount (4) Package tickets	+1	0	+1	0.66
Current Situation of Sports Tourism Management	+1	+1	+1	1
16. Your opinion on the natural environment				
17. Your opinion on the traffic conditions	+1	+1	+1	1
18. Your opinion on the venue construction	+1	+1	+1	1
19. Your opinion on the infrastructure	+1	+1	+1	1
20. Your opinion on the sport tourism activities	+1	+1	+1	1
21. Your opinion on the sports culture	+1	+1	0	0.66
22. Your opinion on the sports events	+1	+1	+1	1
23. Your opinion on the event staff services	+1	+1	+1	1
24. Your opinion on the tour guide services	+1	+1	+1	1
Contents	Expert			IOC
	A	B	C	

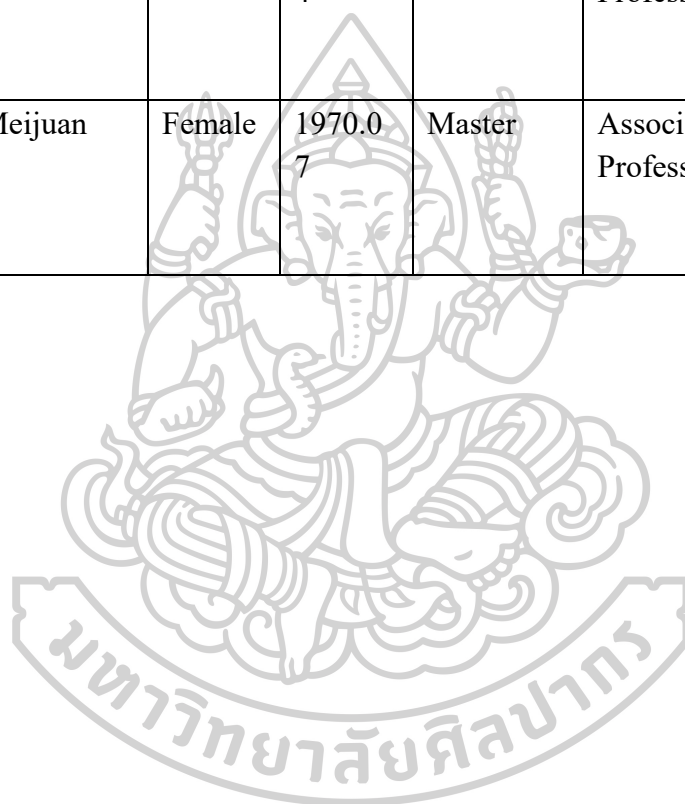
25. Your opinion on the tourist attraction signs	+1	+1	+1	1
26. Your opinion on the restaurant services	+1	+1	+1	1
27. Your opinion on the restaurant hygiene	0	+1	+1	0.66
28. Your opinion on the menu prices	+1	+1	+1	1
29. Your opinion on the hotel accommodation	+1	+1	+1	1
30. Your opinion on the hotel hygiene	0	+1	+1	0.66
31. Your opinion on the hotel prices	+1	+1	+1	1
32. Your opinion on the sports tourism activity booking services	+1	+1	+1	1
33. Your opinion on the scenic area's emergency safety services	+1	+1	+1	1
34. Your opinion on the hospitality of local residents	+1	+1	+1	1
35. Your opinion on the sports tourism operator	+1	+1	0	0.66
36. Your opinion on the sports tourism souvenirs	+1	+1	+1	1
37. Your opinion on the government's promotion of sports tourism	+1	+1	+1	1
38. Your opinion on the government safety regulation	+1	+1	+1	1
39. Your opinion on the overall status of sports tourism	+1	0	+1	0.66
40. What opportunities and threats do you think Putian City faces in the development of sports tourism?	0	+1	+1	0.66

Appendix H Results of IOC of Interview Form

Contents	Expert			IOC
	A	B	C	
1.What do you think is the goal of sports tourism development in Putian City?	+1	+1	+1	1
2.What do you think of the overall situation of sports tourism in Putian City?	+1	+1	+1	1
3.What do you think about the current development and management of sports tourism resources in Putian City?	+1	+1	+1	1
4.What do you think of the construction of sports tourism infrastructure in Putian City?	+1	+1	+1	1
5.What do you think of the management of sports and tourism activities in Putian City?	+1	+1	+1	1
6.What do you think of the risk management of sports tourism in Putian City?	+1	0	+1	0.66
7.What problems do you think still exist in Putian City's sports tourism services?	+1	+1	+1	1
8.What role do you think the Putian City Municipal Government plays in sports tourism management?	+1	+1	+1	1
9.What do you think of the promotion of sports tourism in Putian City?	+1	+1	0	0.66
10.Do you have any other suggestions for sports tourism management in Putian City?	+1	+1	+1	1

Appendix I List of IOC

N o.	Name	Gender	Date of birth	Highest education	Professional title	Work unit
1	Mr.Qingsheng Wang	Male	1966.1 0	Doctor	Professor	Putian City Universit y
2	Mr.Yang Yu	Male	1972.0 4	Doctor	Associate Professor	Beijing Sport Universit y
3	Mr.Meijuan Zhu	Female	1970.0 7	Master	Associate Professor	Putian City Universit y



Appendix J List of connoisseurship

No.	Name	Work unit	Professional title	Educational qualification
1	Mr.Wang Qingsheng	Putian City University	Professor	Doctor(Sports Development Field)
2	Mr.Weng Biao	Fujian Normal University	Associate Professor	Doctor(Sports Management Field))
3	Mr.Lin Chaohui	Putian City University	Professor	Doctor(Sports Tourism Field)
4	Mr.Chen Guoping	Meizhouwan Vocational and Technical College	Associate Professor	Master (Folk Sports Tourism Field)
5	Mr.Zheng Wei	Sanming University	Associate Professor	Master(Sports Tourism Field)
6	Mr.Xiao Zexing	Meizhou Island Tourism Service Co., Ltd	Manager	Bachelor
7	Mr.Wang Chen	Tour Guide of Meizhou Island International Tourism Resort	Guide	Bachelor
8	Mr.Cai Qijin	Jiuli Lake Scenic Area Service Center	Director	Bachelor
9	Mr.Zheng Lihan	Putian City Chengxiang District Bureau of Culture, Sports and Tourism	Director	Bachelor

Appendix K Dimensions of survey questionnaires

Dimension	Part	Questionnaire questions
Part 1: Basic Information	Basic information	1. Your gender?
		2. Your age?
		3. Your education?
		4. Your occupation?
		5. Where are you from:
		6. How often do you participate in sports tourism activities?
		7. What is your monthly income?
		8. What is your mean expenditure on sports tourism activities (RMB)?
Part 2: Tourist Behavior	Tourist behavior	9. How long do you usually stay in Putian City for sports tourism?
		10. What is your usual purpose for participating in sports tourism?
		11. What types of sports tourism do you hope to participate in in Putian City?
		12. How do you learn about sports tourism activities in Putian City?

Dimension	Part	Questionnaire questions
Part 2: Tourist Behavior	Tourist behavior	13. What activities do you hope to experience when participating in sports tourism?
		14. What aspects of Putian City's sports tourism activities are you most concerned about?
		15. What price forms of sports tourism activities in Putian City can attract you to participate?
Part 3: Sports Tourism Resources	1. sports tourism resources	16. Your opinion on the natural environment
		17. Your opinion on the traffic conditions
		18. Your opinion on the venue construction
		19. Your opinion on the infrastructure
	2. Sports and tourism activities	20. Your opinion on the sport tourism activities
		21. Your opinion on the sports culture
		22. Your opinion on the sports events
Part 4: Sports Tourism Services	1. Sports tourism services	23. Your opinion on the event staff services
		24. Your opinion on the tour guide services
		25. Your opinion on the tourist attraction signs
		26. Your opinion on the restaurant services
		27. Your opinion on the restaurant hygiene
		28. Your opinion on the menu prices
		29. Your opinion on the hotel accommodation
		30. Your opinion on the hotel hygiene

Dimension	Part	Questionnaire questions
Part 4: Sports Tourism Services	1. Sports tourism services	31. Your opinion on the hotel prices
		32. Your opinion on the sports tourism activity booking services
	2. The role of government and the promotion of sports tourism	33. Your opinion on the scenic area's emergency safety services
		34. Your opinion on the hospitality of local residents
		35. Your opinion on the sports tourism operator
		36. Your opinion on the sports tourism souvenirs
		37. Your opinion on the government's promotion of sports tourism
		38. Your opinion on the government safety regulation
Part 5: Overall Situation and Recommendati ons	Overall situation and recommendati ons	39. Your opinion on the overall status of sports tourism
		40. What opportunities and challenges do you think Putian City is facing in developing sports tourism?

Appendix L Dimensions of Interview Form

Dimension	Part	Interview questions
Sports tourism resources	Development and management of sports tourism resources	3. What is your opinion on the development and management status of sports tourism resources in Putian City? 4. What is your opinion on the construction of sports tourism infrastructure in Putian City?
	Sports and tourism activities	5. What is your opinion on the management of sports tourism activities in Putian City?
Sports tourism services	Sports tourism services	7. What problems do you think still exist in sports tourism services in Putian City?

Dimension	Part	Interview questions
Sports tourism services	Government role and sports tourism promotion	6. How do you view the risk management of sports tourism in Putian City? 8. What role do you think the Putian City Municipal Government plays in sports tourism management? 9. How do you view the development of sports tourism in Putian City?
Overall situation and suggestions	Overall situation and suggestions	9. What do you think of the overall situation of sports tourism in Putian City? 2. What is your opinion on the overall situation of sports tourism in Putian City? 10. Do you have any other suggestions for the management of sports tourism in Putian City?

Appendix M Invitation letter of IOC



No. 8612/1161

Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

March 14, 2025

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Yang Yu, Ph.D.

Mr. Zhi Zhang is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting his Independent study entitled: The Strategy of Sports Tourism Management in Putian City. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Siriwan V".

Assoc. Prof. Dr. Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/1460

Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

March 14, 2025

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Meijuan Zhu,

Mr. Zhi Zhang is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting his Independent study entitled: The Strategy of Sports Tourism Management in Putian City. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Sirirwan V." with a stylized flourish at the end.

Assoc. Prof. Dr. Sirirwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/1159

Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

March 14, 2025

Title: Invitation to be an inspector of research tool quality

Dear Professor Qingsheng Wang, Ph.D.

Mr. Zhi Zhang is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting his Independent study entitled: The Strategy of Sports Tourism Management in Putian City. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, which appears to read "Siriwan. V".

Assoc. Prof. Dr. Siriwat Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3711



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr. Zheng Lihan,

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, which appears to read "Sirirwan V.".

Assoc. Prof. Dr. Sirirwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3710



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August ๕, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Cai Qijin.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/6709



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August ๕ , 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Wang Chen.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, which appears to read "Siriwan.V".

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3708



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Xiao Zexing.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, which appears to read "Sirirwan Y." with a stylized flourish at the end.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3707



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Zheng Wei,

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Siriwan Y." with a stylized flourish at the end.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3706



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August ๕, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Chen Guoping,

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

Sirinam. V

Assoc. Prof. Dr. Sirinam Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3705



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Lin Chaohui, Ph.D.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, reading "Sirinam.V". The signature is written in a cursive style.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3704



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Weng Biao, Ph.D.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, which appears to read "Sirivan V.".

Assoc. Prof. Dr. Sirivan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/3703



Faculty of Education, Silpakorn University
Sanamchandra Palace Campus,
Nakhon Pathom 73000, Thailand

August 5, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Wang Qingsheng, Ph.D.

Mr. Zhi ZHANG is a graduate student ID 650630049 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Sports Tourism Management in PUTIAN City. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

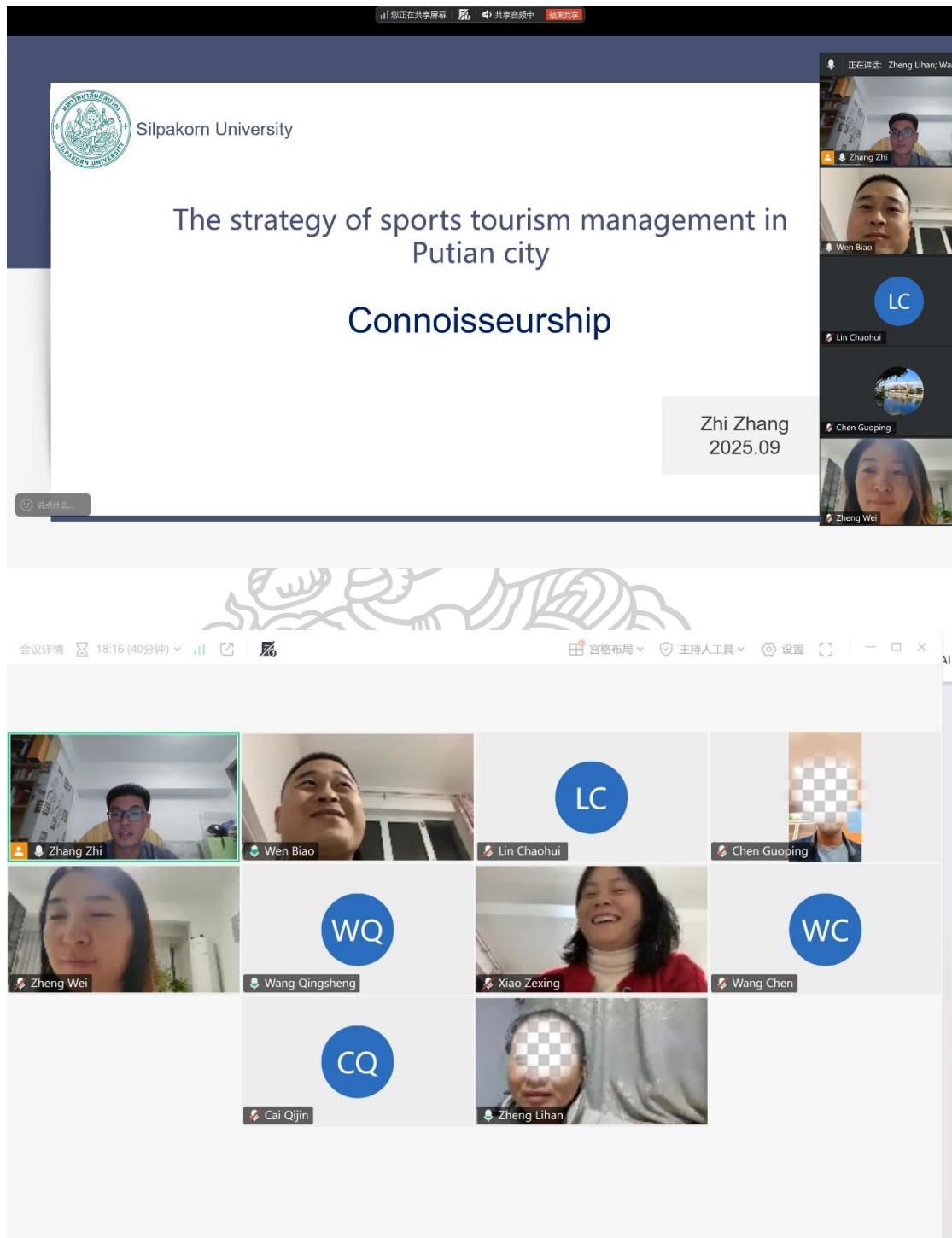
Yours sincerely,

A handwritten signature in black ink, which appears to read "Sirinon V." with a stylized flourish at the end.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University
Nakhon Pathom, Office Tel. 034-255-095

Appendix N Photos of connoisseurship



Appendix O Interview content compilation details table

1. What do you think is the goal of sports tourism development in Putian City?

Interviewee	Opinion
1	Integrate Mazu culture and sports resources to enhance the city's international reputation. According to the national "sports power" policy support, you can apply for special funds. Differentiate from similar competition in surrounding cities, and innovate and develop regional characteristic sports tourism products.
2	Build a national sports training base to attract professional teams. Attract professional venue operation talents. Apply for provincial/national events to enhance influence. Make use of existing mature sports tourism bases.
3	Relying on Mazu culture and marine resources, we will build an "international marine sports and leisure center". We will strengthen the development of marine resources and ecological protection. We will apply for a national marine economic demonstration zone and strive for special policy support. We will strengthen our ability to resist the threats of natural disasters such as typhoons and red tides to marine activities.
4	Strengthen the integration of natural landscapes such as Jiuli Lake with Taoist culture to create an ecological sports brand. Enhance the county-level resource integration capabilities of Xianyou County. Rely on the provincial ecological tourism demonstration zone to effectively distinguish between similar resource competitions in counties and cities.
5	Relying on the urban commercial center, we will build an "urban sports complex". We will strengthen urban infrastructure construction and enhance transportation accessibility. We will avoid diluting sports-themed tourism activities through excessive commercial development.
6	Create an international tourist island of "Mazu culture + marine sports". Introduce relevant measures in the off-season to resist the sharp decline in passenger flow and unstable income. Develop winter hot spring treatment projects to balance seasonality.
7	Build an ecological sports demonstration area in the "urban green heart". Enhance the park's positioning and increase its sports attributes. Hold national-level ecological marathon events. Limit surrounding commercial development from squeezing out green space.
Interviewee	Opinion

8	Relying on the Southern Shaolin martial arts culture, we will create the "Zen and martial arts health preservation" brand. We will increase the cultural connotation of sports martial arts performances. We will work with universities to set up traditional martial arts training courses.
9	Create a sports tourism industry with characteristics to boost local employment opportunities. Promote participation in community sports tourism volunteer activities. Promote sports tourism to citizens. Increase policies and financial subsidies for sports tourism operators.
10	Improve the city's image and enhance residents' sense of pride. Promote "home employment" sports tourism service positions. Consciously respect foreign tourists and reduce conflicts with local culture.
11	Develop high-end customized sports tourism product lines. The target customer group is small and the market size is limited. Meet the needs of corporate team building and senior executives' recuperation. The economic downturn has compressed corporate budgets.
12	Create a demonstration base for youth sports research and study. Enhance the ability to resist safety responsibility risks and reduce parents' concerns. Cooperate with the Education Bureau to include it in extracurricular practice in schools.
13	Focus on the elderly to develop health and sports tourism products. Connect with nursing homes to acquire customers in batches.
14	Enhance tourists' cultural identity through in-depth explanations. The travel time is tight and the explanations are superficial. Design "slow travel" theme routes. Travel agencies cut costs and reduce the length of explanations.
15	Enhance tourists' immersion experience with storytelling. Standardized itineraries limit creativity. Apply for the pilot qualification of "customized tour guide for free travel". Customized services are costly and difficult to popularize.

2. What do you think of the overall situation of sports tourism in Putian City?

Interviewee	Opinion
1	Rich in cultural resources, such as the Southern Shaolin Temple and Meizhou Island. Concentrated seasonal tourists, overloaded infrastructure. Develop "sports + culture" themed routes to attract international tourists. Develop "sports + culture" themed routes to attract international tourists.
2	The mass sports foundation is good, and folk sports events are active. The combination of competitive sports and tourism is insufficient. Develop "sports study tour" products. Lack of funds restricts the construction of high-end facilities.
3	Meizhou Bay has a vast sea area, suitable for high-end marine sports such as sailing and sea fishing. There is a large difference in seasonal passenger flow, and resources are seriously idle in winter. Develop non-seasonal products such as winter hot spring treatments and marine science research. There is fierce competition for similar products in surrounding coastal cities (such as Xiamen).
4	Rural tourism has a solid foundation, and there is great potential for combining agricultural tourism with sports. There are insufficient high-end sports facilities, making it difficult to attract professional events. Develop a "hiking + farming experience" special route. Population outflow has led to a shrinking local consumer market.
5	The night economy is active, and the sports night market and other business formats can be expanded. The renovation of old community sports facilities is slow. Add community sports spaces in conjunction with the renovation of old cities. Residents' complaints about noise have increased.
6	The Mazu Festival attracts a large number of religious tourists. Sports tourism products are single and rely on tourism income. High-end marine sports such as sailing and diving are added. Overdevelopment has caused controversy over ecological protection.
7	The water system has a unique landscape and is suitable for leisure jogging and cycling. There is a lack of professional sports facilities. An outdoor rock climbing wall and a water track should be added. The habit of citizens to use it for free hinders commercial operation.
Interviewee	Opinion

8	Wushu festivals attract martial arts enthusiasts from home and abroad. There is a lack of catering and accommodation facilities around the scenic area. Developing Zen-themed homestays can improve customer retention. Religious sensitivity issues limit the scope of publicity.
9	A fitness trail has been added at the doorstep, which is very convenient. The large flow of people in the scenic area has caused traffic congestion. Promote discount tickets for locals during non-popular periods. Excessive tourism has destroyed the tranquility of the community.
10	Sports parks have become weekend gathering places for families. Ticket prices for popular tourist attractions are too high. Introduce "Citizen Annual Cards" to reduce repeated consumption costs. Overcrowding in tourist attractions reduces the experience.
11	The local cultural IP licensing cooperation resources are rich. The products are highly homogenized and lack uniqueness. Design a combination product of "Mazu Blessing + Sailing Challenge". Competitive product plagiarism leads to a compression of profit margins.
12	Meizhou Island's marine sports resources are mature. Insufficient off-season customers lead to idle resources. Develop corporate annual meetings and team market expansion. Seasonal operations exacerbate cash flow fluctuations.
13	The local hot spring resources are highly integrated with slow exercise. The product line is single and lacks in-depth experience. Design a "hot spring yoga + Chinese medicine therapy" package. Competitive products use low-price strategies to grab market share.
14	Tourists have a strong interest in Mazu culture. Some tourist attractions have many translation errors on the guide boards. Initiate "error correction crowdsourcing" to improve service quality. Failure to correct errors in a timely manner affects the professional image.
15	Tourists generally give positive comments on Putian City snacks. Dining recommendations are suspected of kickbacks. Publicizing the list of cooperating merchants eliminates misunderstandings. Fluctuations in merchant service quality affect trust.

3. What do you think about the current development and management of sports tourism resources in Putian City?

Interviewee	Opinion
Interviewee1	The government leads the planning and ensures the orderly use of resources. The participation of private capital is low and the marketization is insufficient. The PPP model is introduced to encourage corporate investment. Excessive commercialization may destroy cultural authenticity.
Interviewee2	Sports venues have high utilization rates and a sound open sharing mechanism. Some facilities are aging and maintenance is lagging behind. Introduce social capital to upgrade venues. The return cycle of corporate investment is long and the risk is high.
Interviewee3	The Mazu cultural IP has a strong global influence and can be used to generate cultural experience projects. There is a shortage of professional talents in marine sports and we rely on external teams. We will cooperate with universities to Set up a training base for marine sports talents. Excessive commercialization may weaken the spiritual core of Mazu culture.
Interviewee4	Intangible cultural heritage projects (such as Putian City Opera) can be integrated into sports tourism experience. Insufficient experience in market-oriented operation, relying on government subsidies. Introducing cultural and creative enterprises to design IP derivatives. Overdevelopment may damage traditional cultural heritage.
Interviewee5	The greenway system along the Mulan River is well-developed and is used by citizens. The management of water activities is loose and there are many safety hazards. Introduce professional water sports operators. Ineffective pollution control affects the water experience.
Interviewee6	The revenue from the licensed derivatives of Mazu culture IP has increased. Insufficient manpower for safety supervision of marine sports. Introducing international professional teams to operate high-risk projects. The commercialization of culture has caused dissatisfaction among traditional believers.
Interviewee7	Cultural heritage sites such as ancient bridges and litchi forests enhance the experience. Cultural heritage protection restricted facilities are renovated. "Ancient monument treasure hunt + orienteering" activities are developed. Cultural heritage protection regulations restrict innovation.
Interviewee	Opinion

Interviewee8	The ancient buildings are well preserved, and the cultural experience is strong. The martial arts training teachers are aging and lack innovation. Introducing AR technology to restore the historical martial arts scenes. Excessive technology destroys the traditional atmosphere.
Interviewee9	Traditional temple fairs retain their original flavor. Commercial stalls encroach on public activity areas. Set up exclusive areas for residents to display their culture. The younger generation has a declining interest in traditional culture.
Interviewee10	Traditional craftsmen participate in the development of tourism products. Handicrafts are priced in a chaotic manner and have varying quality. Officially certified cultural and creative markets are Set uped. Mechanized mass production impacts the handicraft market.
Interviewee11	Signing an exclusive operation agreement with the tourist attraction. The projects of the agreement limit the space for innovation. Explore the time-sharing leasing model to reduce costs. Changes in tourist attraction policies lead to cooperation risks.
Interviewee12	Cooperate with professional athletes to develop training courses. The courses are priced too high and the audience is limited. Launch charity experience courses to expand potential customers. Charity investment squeezes profit space.
Interviewee13	Long-term leasing of idle rural land to build camps. Villagers' willingness to cooperate fluctuates greatly. Adopting the "guaranteed minimum + dividend" model to stabilize the relationship. Changes in land policies lead to the invalidation of the lease.
Interviewee14	Get familiar with niche attractions to avoid peak traffic. Niche attractions have incomplete infrastructure. Recommend visiting during off-peak hours to improve the experience. Tourists complain about the poor facilities, which leads to negative reviews.
Interviewee15	Dig into folk legends to enrich the content of the explanation. The authenticity of the legends is lacking. Cooperate with cultural scholars to sort out authoritative information. Academic verification is time-consuming and delays content updates.

4. What do you think of the construction of sports tourism infrastructure in Putian City?

Interviewee	Opinion
1	In recent years, many sports parks and trails have been added. Remote tourist attractions have inconvenient transportation and outdated supporting facilities. The expansion of the high-speed rail network has brought an increase in passenger flow. The maintenance cost is high and the financial pressure is great.
2	Modernization of facilities in urban sports centers. Lack of sports facilities in rural areas. Rural revitalization policies support the construction of rural sports facilities. Urban-rural gaps may exacerbate social conflicts.
3	The new yacht terminal and international sailing competition base are taking shape. The inter-island transportation connection efficiency is low, affecting the tourist experience. Introducing new energy ships to optimize the inter-island transportation network. High operation and maintenance costs lead to ticket price increases and the risk of losing customers.
4	The repair of the trail in Jiuli Lake Scenic Area has been completed, and the tourist experience has been improved. The network coverage in the mountainous area is poor, and the smart tourism service is lagging behind. Apply for the Rural Revitalization Fund to improve digital facilities. The risk of geological disasters affects the stability of facilities.
5	The greenway system along the Mulan River is well-developed and is used by citizens. The management of water activities is loose and there are many safety hazards. Introduce professional water sports operators. Ineffective pollution control affects the water experience.
6	The new yacht terminal will improve the reception capacity of high-end customers. The public transportation capacity on the island is insufficient. Apply for special funds to purchase electric shuttle buses. The maintenance cost of new energy vehicles is high.
7	The smart trail around the lake (recording exercise data) is popular. Insufficient lighting at night, many safety hazards. Introducing solar lighting system to reduce costs. Light pollution complaints may increase.

Interviewee	Opinion
8	The expansion of the scenic area parking lot will ease congestion during the peak season. The hiking trail lacks barrier-free facilities. Apply for the cultural and tourism integration fund to renovate facilities. The mountainous terrain increases the cost of renovation.
9	Community sports equipment is frequently updated. Insufficient nighttime lighting poses many safety hazards. Residents jointly apply for additional street lights. Financial funding has a lower priority than tourist attraction projects.
10	Public bicycles cover major residential areas. Vehicle maintenance is not timely and the failure rate is high. Introduce shared electric vehicles to supplement short-distance travel. Random parking affects the city appearance management.
11	Self-built outdoor equipment rental sites have wide coverage. Equipment replacement funds are under great pressure. Introducing a membership prepaid model to stabilize cash flow. Sharing economy platforms impact the rental business.
12	The self-operated campsite has complete facilities and high security. The location is remote and the transportation cost is high. Cooperate with travel agencies to provide chartered car services. The temporary price increase by the partner affects the profit.
13	The camp's eco-toilet won an environmental protection award. Poor network signals in mountainous areas affect publicity. Apply for special subsidies to build communication base stations. The long construction period of base stations cannot solve the urgent problem.
4	The scenic area's electronic tour guide system assists in explanation. The system update is delayed and the information is inaccurate. Participate in the tour guide content optimization project. Technical failures lead to interruptions in explanation.
15	The rest areas in the scenic area are reasonably distributed and comfortable. There is a serious shortage of seats in the rest areas during the peak season. It is recommended to add mobile temporary seats. The facility management party shirks responsibility.

5. What do you think of the management of sports and tourism activities in Putian City?

Interviewee	Opinion
1	Large-scale events (such as the Mazu Marathon) have a strong influence. Small and medium-sized events lack coordination and publicity. Join forces with companies to create branded events. Safety hazards may lead to public opinion risks.
2	Successfully held traditional activities such as provincial dragon boat races. Weak ability to plan innovative activities. Cooperate with universities to design special sports tourism projects. Homogeneity of activities leads to a decline in attractiveness.
3	The Mazu birthday event is combined with marine sports to create a brand effect. The event promotion focuses on the local market and lacks international exposure. The Asia-Pacific Sailing Championship is hosted by international sports organizations. The preparation period of large-scale events is long and the financial pressure is great.
4	Traditional festivals (such as the Lantern Festival) attract local tourists. Promotion of activities is limited to the county and lacks cross-regional linkage. Cooperate with city-level media to expand exposure. Insufficient manpower for event safety supervision.
5	Street basketball games held in conjunction with business districts are very popular. The concentrated activity time leads to traffic congestion. Small-scale events are held at different times to disperse customer flow. Unstable commercial sponsorship affects the sustainability of activities.
6	The Mazu Marathon has a significant brand effect. Supporting services (such as accommodation) are in short supply during the peak season. Standardization and upgrading of homestays are encouraged. Vicious competition with low prices lowers service quality.
7	Weekend parent-child sports games have high participation. The activities are younger and younger, and the youth group is lost. Planning youth extreme sports challenges. High-risk activities lead to disputes over accident compensation.
8	International martial arts exchange conferences are held regularly. The activity time is fixed, and the passenger flow is low in the off-season. Small daily martial arts experience courses are added. Homogeneous activities reduce the freshness of tourists.
Interviewee	Opinion

9	Folk performances on holidays enrich residents' lives. Activity noise disturbs the daily routines of surrounding residents. A channel for residents' feedback is set up. Inefficient complaint handling leads to dissatisfaction.
10	The community square dance competition promotes neighborhood communication. The activity time conflicts with residents' rest time. The activity time is adjusted to weekday evenings. The number of complaints about sound disturbance has increased.
11	Successfully planned a corporate orienteering event. The event profit margin was lower than expected. Bundling sponsor brands increased revenue. Sponsor additional conditions increased the difficulty of execution.
12	Parent-child kayaking activities have a high repurchase rate. Activities are greatly affected by weather and have a high cancellation rate. Develop indoor alternative projects (such as VR rowing). Technical failures affect user experience.
13	The word-of-mouth communication effect of starry sky camping activities is good. The scale of the activity is limited by the venue. Develop a time-slot reservation system to expand passenger flow. Excessive reservations lead to a decline in service quality.
4	Flexibly adjust the route to deal with emergencies. Itinerary changes require time-consuming coordination among multiple parties. Sign an emergency plan agreement with the tourist attraction in advance. Poor implementation of the agreement will lead to liability disputes.
15	Good at organizing interactive games to liven up the atmosphere. Some tourists prefer a quiet tour mode. Research tourists' preferences for grouping services in advance. Grouping increases labor costs.

6. What do you think of the risk management of sports tourism in Putian City?

Interviewee	Opinion
1	An emergency plan system has been Set uped. Grassroots execution capabilities vary. Introducing intelligent monitoring systems to improve response speed. Natural disasters (typhoons) occur frequently.
2	Sports events have comprehensive insurance coverage. Small events lack risk assessment mechanisms. Standardized risk management processes are promoted. Public health emergencies (such as epidemics) affect events.
3	Set up a joint mechanism for maritime emergency rescue, covering major sea areas. Small private boats are loosely regulated, with many safety hazards. Promote the "electronic fence + intelligent early warning" system to regulate navigation areas. Disputes arise from inconsistent insurance claims standards for international tourists.
4	The coverage rate of first aid stations in the scenic area is high. The emergency plan is not optimized for the special environment of mountainous areas. Carry out mountain rescue training in conjunction with the fire department. Extreme weather leads to the risk of tourists being stranded.
5	The urban monitoring system covers the main activity areas. Citizens have weak safety awareness and poor self-rescue ability. Conduct community emergency drills to popularize safety knowledge. Risk of stampede in crowded places.
6	The sea rescue helicopter base has been put into use. Tourists' safety awareness varies. It is mandatory to purchase high-risk activity insurance. The insurance claim process for international tourists is complicated.
7	The park's security patrols are frequent. There are insufficient lifeguards in the water area. An AI drowning warning system is installed. False alarms from the system cause panic among tourists.
8	Improve safety measures for martial arts performances. Frequent incidents of tourists entering unopened areas without permission. Add electronic fences and voice warning systems. Risk of conflict between religious activities and tourist behavior.

Interviewee	Opinion
9	The community emergency broadcasting system has comprehensive coverage. The fire escape routes in some old residential areas are blocked. Organize a resident self-government safety inspection team. Residents are not enthusiastic enough to participate.
10	Community health service centers provide first aid training. The first aid knowledge popularization rate of some residents is low. Cooperate with schools to carry out safety education in the community. The training is just a formality and has limited effect.
11	Purchase full insurance for high-risk projects. Insurance costs erode profits. Negotiate group preferential rates with insurance companies. Claims disputes affect customer satisfaction.
12	Equipped with full-time first aid personnel to provide support. Slow response to extreme weather warnings. Access to the meteorological bureau's real-time warning system. False alarms from the system lead to unwarranted cancellation of activities.
13	Customize low-intensity activities for elderly customers. Family members accompanying the elderly increase costs. Provide value-added services for professional caregivers. Disputes over caregiver qualifications lead to legal risks.
14	Carry a first aid kit with you to deal with minor accidents. Lack of professional medical training. Participate in Red Cross first aid certification training. The training time conflicts with the group's mission.
15	Pay attention to weather warnings in real time and adjust your itinerary. Sudden weather changes lead to an increase in complaints. Buy weather insurance to reduce economic losses. Insurance companies have complicated exemption clauses.

7. What problems do you think still exist in Putian City's sports tourism services?

Interviewee	Opinion
1	The tour guides are highly professional and the services are standardized. The lack of multilingual services leads to poor experience for international tourists. Train multilingual tour guides to improve the international level. Low-price competition leads to a decline in service quality.
2	Sports coaches have high professional level. Tourist participation projects are limited in variety. Develop new projects such as rock climbing and water sports. Inconsistent safety standards may lead to accidents.
3	The results of marine ecological protection are remarkable, and the water quality compliance rate ranks among the top in the province. Marine sports supporting services (such as diving equipment rental) are not professional enough. Introduce internationally renowned water sports brands to set up flagship stores. Short-term profit-seeking behavior of enterprises destroys the results of ecological restoration.
4	Standardization of farmhouse services has achieved initial results. Lack of multilingual services makes it difficult for tourists from other provinces to communicate. Training of dialect tour guides improves service affinity. Low-price competition leads to a vicious cycle.
5	The sports venue reservation system is convenient and efficient. The opening hours of the venues are misaligned with the needs of office workers. The 24-hour self-service gym model is promoted. The lack of supervision leads to an increase in the rate of damage to facilities.
6	The tour guide team is familiar with the explanation of Mazu culture. Lack of professional sports instructors. Cooperate with sports colleges to train compound talents. Talents are lost to first-tier cities.
7	The park has a good reputation for cleanliness. The catering service is single and cannot meet the needs. Introduce healthy light food brands. Commercial settlement destroys the ecological atmosphere.
8	The guides are well versed in the history of martial arts and are highly professional. Lack of foreign language guide services limits foreign tourists. Recruit bilingual volunteers to fill the service gap.

Interviewee	Opinion
9	Local food stalls are integrated into the sports tourism scene. The sanitation supervision of the stalls is not in place. Carry out the "star stall" selection to improve the quality. The rent increase forces the stall owners to cut costs.
10	Local specialty restaurants attract tourists. Insufficient catering waste disposal capacity. Promote biodegradable tableware to reduce pollution. Cost transfer leads to price increases.
11	The tour guide team has professional sports skills. Insufficient cross-cultural communication skills. Recruit graduates of foreign language sports majors. Talent recruitment costs are higher than peers.
12	Customer satisfaction scores are industry-leading. Complaint handling process is lengthy and inefficient. Introducing AI customer service to respond to issues instantly. Technical failures lead to secondary complaints.
13	Nature education instructors are highly professional. There is a lack of a standardized curriculum system. Collaborate with scientific research institutions to develop course outlines. The threshold for cooperation with academic institutions is high.
4	Visitors have strong interactive skills and high satisfaction. Multilingual services rely on translation equipment. Learning basic foreign language phrases improves affinity. Equipment failure leads to communication barriers.
15	The tour guides' clothing incorporates local cultural elements. The clothing is not practical (e.g. hot and stuffy in summer). Design an improved version of functional work clothes. Cost sharing causes conflicts among the team.

8. What role do you think the Putian City Municipal Government plays in sports tourism management?

Interviewee	Opinion
1	Strong policy guidance and financial support. Low efficiency of cross-departmental collaboration. Set upment of a joint sports tourism office. Policy changes may affect long-term planning.
2	Special funds support the integration of sports and tourism. There is a lag in the implementation of policies. A performance validation mechanism should be Set uped to improve efficiency. Fiscal austerity may cut the budget.
3	The Management Committee coordinates resources from multiple departments such as culture, tourism, environmental protection, and maritime affairs. The administrative hierarchy is complex and decision-making efficiency is low. The pilot "one-stop service" approval model optimizes the business environment. Policy implementation is constrained by local protectionism.
4	Special county-level fiscal subsidies support small and micro tourism enterprises. There is a "one-size-fits-all" phenomenon in policy implementation. Set up an enterprise feedback mechanism to optimize policies. Fiscal pressure limits long-term investment.
5	The district-level sports tourism data platform integrates resources. There are departmental barriers to data sharing. Promote cross-departmental data interoperability pilot projects. Privacy protection regulations restrict data utilization.
6	Municipal policies support the pilot program of visa-free entry to islands. Local environmental regulations limit the intensity of development. Strive for "green development" special zone policies. Policy changes lead to the risk of project interruption.
7	The city government finances the park to be open to the public free of charge. Operating funds rely on subsidies, and the ability to generate income is weak. Pilot projects are being implemented to charge for some value-added services (such as VIP rest areas). Citizens' opposition to charging has triggered public pressure.
8	Awarded as a provincial cultural industry demonstration base. Cultural relics protection limits the flexibility of commercial development. Strive for a pilot program of the "culture + sports" special approval policy. Tightening of policies affects expansion plans.
Interviewee	Opinion

9	Community sports instructors provide free training to residents. Policy publicity is not in place, and residents' awareness rate is low. Information is pushed through community WeChat groups. Information overload leads to important notifications being ignored.
10	Public school sports facilities are open to the public free of charge. The opening hours are misaligned with residents' needs. A trial system of all-day opening on weekends is implemented. Facility wear and tear increases maintenance pressure.
11	Awarded as a municipal key cultural and tourism enterprise, enjoy tax incentives. The policy application process is complicated and time-consuming. Hire professional policy consultants to optimize the application. Policy adjustments lead to the risk of cancellation of incentives.
12	Participate in the development of local sports tourism standards. Insufficient supervision of standard implementation. Promote third-party certification to enhance credibility. Enterprises increase compliance costs to meet standards.
13	Obtain agricultural tourism subsidies to reduce operating costs. Delays in subsidy issuance affect cash flow. Explore supply chain finance to shorten payment projects. Tightening financial policies increase financing difficulties.
4	The annual review of tour guide qualifications strengthens professional quality. The training content is out of touch with the actual needs of leading tours. It is proposed to add practical case teaching courses. Policy adjustments increase the difficulty of certification.
15	The city-level gold medal tour guides are entitled to an honorary allowance. The allowance is low and the incentive effect is limited. Additional rewards are provided for promoting cooperation with enterprises. Corporate sponsorship requires additional commercial publicity.

9. What do you think of the promotion of sports tourism in Putian City?

Interviewee	Opinion
1	Successfully held IP events such as the International Wushu Festival. Single online promotion channel with limited coverage. Use short video platforms to expand dissemination. Similar cities have higher marketing investment.
2	Increase brand awareness through sports star endorsements. Limited international promotion channels. Cooperate with overseas sports organizations. International political environment affects the stability of cooperation.
3	The overseas tour of Mazu culture has effectively increased its international reputation. The European and American markets are not aware of marine sports enough. Cooperate with international cruise companies to develop the "Meizhou Bay-Southeast Asia" route. Geopolitical fluctuations affect the stability of cross-border tourism cooperation.
4	Show rural sports tourism scenes through Douyin live broadcast. International promotion completely relies on city-level resources. Cooperate with travel agencies in Fuzhou and Xiamen to attract traffic. The decline of the popularity of the Internet celebrity economy affects traffic.
5	Cooperate with local KOLs to promote "check-in sports". Content is homogenized and lacks in-depth experience promotion. Plan "sports + intangible cultural heritage handicraft" integration activities. The communication effect decreases after the traffic dividend fades.
6	Overseas Chinese communities spread the influence of Mazu culture. The promotion efforts in European and American markets are insufficient. Jointly design routes with international cruise companies. Geopolitics affects cross-border tourism cooperation.
7	Attract young tourists through Xiaohongshu check-in notes. Content dissemination relies on UGC, which is less controllable. Sign sports bloggers to customize promotional content. False propaganda damages reputation.
8	Raise awareness through the documentary "The Origin of Kung Fu". Overseas promotion relies on third-party agencies. Set up cooperative alliances with overseas martial arts schools. International political factors interrupt cultural exchanges.

Interviewee	Opinion
9	Residents spontaneously share local attractions on WeChat Moments. Lack of professional content production capabilities. The government provides short video production training. Fake check-in points mislead tourists and cause negative reviews.
10	Residents' word-of-mouth drives group travel among friends and family. Negative experiences spread quickly through social networks. Set up a "tourism experience officer" recruitment program. Malicious negative reviews affect the reputation of tourist attractions.
11	Precision marketing through vertical sports communities. Traffic relies on third-party platforms, which is costly. Self-built APP accumulates private domain users. Huge investment in technology development and maintenance.
12	Brand implantation through parent-child variety shows. Long production cycle and poor timeliness. Sponsoring short video platform challenge competitions to attract traffic. Traffic fraud leads to inflated promotion effects.
13	Use the senior university channel for targeted marketing. Traditional promotional methods (such as flyers) are inefficient. Create short videos suitable for the elderly and put them on large screens. The digital divide limits the reach of the elderly.
14	Tourists spontaneously recommend tour guides on social platforms. Lack of platform support for personal brand building. Cooperation with travel agencies to create celebrity tour guide IP. Competition among peers maliciously defames reputation.
15	Make short videos to show the behind-the-scenes stories of tour guides. Content production takes up personal rest time. Sign a contract with an MCN agency for professional operation. The agency's share ratio is too high and reduces income.

10. Do you have any other suggestions for sports tourism management in Putian City?

Interviewee	Opinion
1	Strengthen regional linkage and create a "Minzhong Sports Tourism Circle". Local protectionism restricts resource integration. Strive for provincial policy support. Intensified regional competition may divert tourists.
2	Set up a sports tourism industry association to regulate the market. The industry association lacks authority. The government authorizes the association to develop industry standards. Enterprises resist standardized management.
3	Promote the construction of the "Meizhou Bay-Pingtai" marine economic coordinated development demonstration zone. The homogeneity of industries in the two places leads to internal consumption of resources. Strive for planning support at the national level and clarify the division of labor. Uneven distribution of regional benefits leads to differences in cooperation.
4	Promote the "Xianyou-Yongtai" cross-county sports tourism alliance. Administrative barriers hinder resource sharing. Provincial cultural and tourism departments coordinate regional cooperation. Uneven distribution of benefits within the alliance leads to conflicts.
5	Set up a tripartite governance mechanism of "government-enterprise-community". Insufficient community participation enthusiasm. Encourage residents to participate through point rewards. Conflict between corporate interests and public welfare goals.
6	Set up a "Meizhou-Pingtai" dual island linkage mechanism. The transportation connection between the two places is inconvenient. Promote cross-island high-speed passenger ship navigation. Resource homogeneity leads to internal competition.
7	Build a "park + community" sports service network. The surrounding communities are aging seriously and the participation rate is low. Design elderly-friendly fitness courses. Differences in intergenerational needs lead to conflicts in resource allocation.
8	Develop "Zen Wu Health Tourism Package" (such as diet therapy + exercises). It is difficult to integrate cross-industry resources. Cooperate with traditional Chinese medicine institutions to provide customized services. Incomplete professional qualification certification leads to disputes.

Interviewee	Opinion
9	Set up a joint meeting for residents' representatives to participate in decision-making. Residents' opinions are often suppressed by commercial interests. Invite representatives to join the cultural and tourism planning committee. Lengthy decision-making processes reduce efficiency.
10	Set up "resident-friendly tourism demonstration areas". Lack of actual participation of residents in standard setting. Conduct quarterly surveys on residents' satisfaction. Policy implementation deviates from the original design intention.
11	Promote the Set upment of a sports tourism industry alliance. The profit distribution mechanism among alliance members is unclear. Develop alliance standards to raise industry barriers. Head enterprises monopolize the right to speak.
12	Set up a customer lifetime value management system. Data collection involves privacy legal risks. Use blockchain technology to ensure data security. Technology application costs exceed budget.
13	Build a closed-loop ecosystem of "sports + health care + insurance". It is difficult to integrate cross-industry resources. Cooperate with insurance companies to launch exclusive products. The complexity of insurance projects reduces the willingness to buy.
14	Set up a rating system for tour guide service quality. Rating standards are highly subjective and can easily lead to controversy. Introduce a mechanism for anonymous validation by tourists. Negative reviews and retaliation can affect career development.
15	Set up a knowledge sharing database for tour guides. Knowledge protection awareness among peers hinders sharing. Set up point rewards to encourage content contribution. There is a lack of funding for database maintenance costs.

Appendix P Details of TOWS matrix analysis

SO Strategy

S1+O1: Use policies to support development. Build a national forest park with four-season hiking routes (flower viewing in spring, summer escape, autumn leaf viewing, and winter hot springs), and use government funds to improve ecological parking lots, environmentally friendly toilets and other infrastructure, and transform natural resources into tourism products that can be operated throughout the year.

S1+O2: Design a "Nature Challenge" for young customers. Develop outdoor projects such as "Meizhou Island Cross-Country Run" and "Mountain Bike Downhill Race", and launch a "Nature Extreme Check-in Challenge" in conjunction with social media to attract young and middle-aged consumer groups to participate and spread, and use climate strengths to extend the activity season.

S1+O3: Join Fuzhou and Xiamen to create the "Central Fujian Ecological Corridor". Launch the "Mountain and Sea Linkage Pass", Putian City focuses on natural hiking and Mazu culture, Fuzhou focuses on ancient house exploration, and Xiamen focuses on coastal sports, forming differentiated attractions through regional resource complementarity and sharing passenger flow.

S1+O4: Apply for "international ecological sports events" with natural resources as the stage. Hold the "World Mountain Marathon" in the Putian City mountainous area and the "International Sailing Rally" in the waters of Meizhou Island. Live broadcasts of events will be used to show the natural landscape, attract international tourists and increase the city's exposure.

S1+O5: Create a "virtual experience of natural landscapes". Use drone aerial photography to generate a 3D digital map of Putian City's landforms, and tourists can obtain ecological knowledge in real time through AR glasses; launch the "Most Beautiful Putian City Natural Corner" short video competition on Douyin, and give priority to promoting content with pleasant climate to expand online influence.

S1+O6: Develop "climate-adaptive marine sports". Use Putian City's mild winter to promote "warm winter sea fishing", design "red tide science popularization study tour" in summer, and develop differentiated products based on natural conditions; cooperate with Southeast Asia to launch an "ecological sailing route" to attract high-end customers.

S1+O7: Revitalize the intangible cultural heritage experience with natural scenes. A "natural martial arts dojo" has been opened in the mountains and forests surrounding Southern Shaolin, where tourists can follow the monks in morning exercises and learn traditional health-preserving techniques; a "blessing forest hiking trail" has been designed at the birthplace of Mazu, with intangible cultural heritage workshops along the way (such as ancient shipbuilding demonstrations) to enhance cultural immersion.

S2+O1: Apply for government funds to build a "smart tourism hub". Upgrade the intelligent navigation system of the transportation hub (such as real-time multilingual

bus guidance), promote the data exchange between tourist attractions and hotels (tourists scan the code to book tickets, accommodation and catering with one click), and use policy support to create a "seamless" tourism service chain.

S2+O2: Launch the "Extreme Speed Experience Package" for young customers.

Develop a "high-speed rail + shared electric car + tourist attraction through bus" ticket, bind the discount of Internet celebrity restaurants and the rights of e-sports hotel overnight stay, and attract high-spending young and middle-aged groups through convenient transportation and trendy facilities.

S2+O3: Build a "1-hour tourism circle in central Fujian". Optimize the high-speed rail schedule from Putian City to Fuzhou and Xiamen and the tourist attraction shuttle line, design a "cross-city sports ticket" (including Putian City martial arts experience, Xiamen sailing course, Fuzhou ancient house cycling), and use transportation strengths to connect regional resources.

S2+O4: Take on the "international event service standards" with the strengths of facilities. During large-scale martial arts events, provide athletes with special channels with multilingual signs, smart lockers and 24-hour medical stations; retain facilities after the game as a normal service template to attract subsequent international events.

S2+O5: Develop an "AR navigation + UGC interaction" system. The tourist attraction logo is embedded with AR scanning function, and tourists can unlock hidden tourist attraction stories or participate in short video challenges (such as "Finding the Secret Path of Southern Shaolin"), and high-quality content is automatically pushed to Douyin and Xiaohongshu to form fission communication.

S2+O6: Upgrade "sea-land integrated facilities". Build smart lockers and shower centers at the Meizhou Island Pier, launch a "maritime sports equipment rental platform" (including windsurfing and diving suits), and lower the threshold for tourists to participate through scanning code rental and hygiene protection.

S2+O7: Use facilities as a carrier to create a "reachable intangible cultural heritage network". An intangible cultural heritage display screen is set up in the hotel lobby (playing martial arts master teaching videos in a scrolling manner), scenic area signs mark the locations of intangible cultural heritage workshops (such as lacquerware production sites), and a special "cultural shuttle bus" line is developed to connect intangible cultural heritage experiences with sports events.

S3+O1: Use policy support to build a "global martial arts cultural center". Apply for national intangible cultural heritage protection funds, build a Southern Shaolin martial arts theme park (including a martial arts museum and a real-life martial arts arena), and jointly hold the "Mazu Culture International Forum" with the government to enhance the brand authority through official endorsement and attract international martial arts enthusiasts and academic institutions to participate in depth.

S3+O2: Design a "martial arts + trend" cross-border experience for young groups.

Launch the "Southern Shaolin e-sports event" (martial arts motion capture to generate

game characters) and the Mazu theme escape room (combined with blessing ceremony puzzle solving), attract young and middle-aged consumption through highly interactive activities, and bind social media check-in tasks (such as posting martial arts challenge videos to get points rewards).

S3+O3: Build a "Minzhong Martial Arts Cultural Corridor". Cooperate with Fuzhou Sanfang Qixiang and Xiamen Gulangyu to design the "Martial Arts Roots Tour", Putian City promotes Southern Shaolin martial arts teaching, Fuzhou displays the history of Wing Chun, and Xiamen develops marine fighting projects, forming differentiated attractions through regional resource complementarity.

S3+O4: Apply for the "World Traditional Martial Arts Championship". Take Mazu culture as the theme of the opening ceremony, and invite martial arts schools around the world to participate; after the game, retain the competition venue as a regular performance center, launch "Champion Private Training Class" (such as Muay Thai and Southern Shaolin martial arts fusion courses), and continue the international influence through the event IP.

S3+O5: Launch the "Martial Arts Culture Digital Overseas Plan". Produce a series of short videos of Southern Shaolin martial arts masters (including multilingual subtitles), launch a "One-Move Challenge" on TikTok; develop the "Mazu AR Blessing Application", tourists can scan the code to generate a virtual Mazu amulet and share it on social platforms to expand the radius of cultural communication.

S3+O6: Integrate martial arts and marine sports to develop a "maritime martial arts experience". Design the "Lingbo Weibu" water plum blossom challenge or the "Mazu Escort Sailing Race" on Meizhou Island (participants need to complete martial arts movements to unlock the route), and use the combination of marine resources and traditional culture to create scarce products.

S3+O7: Create a "dynamic intangible cultural heritage inheritance ecology". Set up a "Martial Arts Intangible Cultural Heritage Workshop" in Southern Shaolin, where tourists can participate in weapon forging and martial arts routine choreography; cooperate with universities to develop "Mazu Faith Sports Course" (such as blessing ceremony combined with yoga meditation), and deepen cultural identity through experiential consumption.

S4+O1: Strive for special government funds to build the "Mazu Culture International Exchange Center". Build a Mazu cultural theme sports park (including miniature landscapes of Mazu temples around the world and intangible cultural heritage martial arts performance theaters), regularly hold the "Mazu International Cultural Festival", attract overseas believers and sports tourism institutions to participate through policy support, and strengthen the win-win situation of cultural output and economic benefits.

S4+O2: Design the "Mazu Trendy Play IP". Launch the "Mazu Escort E-sports League" (participants need to complete the blessing ceremony to unlock skills), or

jointly develop "Mazu sports fashion clothes" (incorporating traditional patterns and smart wearable functions) with trendy brands, and attract young groups to pay for cultural symbols through targeted promotion on social media.

S4+O3: Initiate the "Fujian-Taiwan Mazu Sports Culture Corridor". Cooperate with Taiwan's Mazu Temple to launch the "Strait Blessing Marathon", the track connects Putian City Meizhou Island and Taichung Dajia Zhenlan Temple, and participants participate in the characteristic sports activities of the two places along the way (such as Putian City Dragon Boat Race and Taiwan Baseball Experience), attracting in-depth tourists through cultural resonance and regional linkage.

S4+O4: Apply for the "World Ocean Sports and Culture Festival" with Mazu culture as the core. Hold the "Mazu Escort Sailing Race" and "Sea Dragon Boat Race" on Meizhou Island, invite international teams to participate and integrate into the Mazu sacrificial ceremony, and launch the "Mazu Cultural Passport" after the game (participants collect stamps to exchange for pilgrimage rights to the global branch temples), forming long-term international customer stickiness.

S4+O5: Develop the "Mazu Metaverse". Build a virtual Mazu temple, where users can participate in online blessings, watch martial arts performances live, and generate personalized NFT amulets through VR; launch the "Mazu Challenge" on TikTok (such as restoring traditional sacrificial dances) to trigger the participation of young users around the world.

S4+O6: Launch the "Mazu Sailing Adventure Plan". Design the "Meizhou Island to Southeast Asia" cultural sailing route, where tourists can experience traditional wooden sailing boats, participate in deck martial arts training, and hold a "maritime peace ceremony" in combination with Mazu beliefs to create a high-end marine tourism product of "culture + adventure".

S4+O7: Create an "Intangible Cultural Heritage Martial Arts Immersive Academy". Set up a "Global Martial Arts Training Base" in Southern Shaolin, where students can learn traditional health-preserving techniques in Mazu beliefs, participate in weapons production workshops, and receive "Intangible Cultural Heritage Inheritor Certification" upon graduation; jointly develop "Mazu Cultural Sports Therapy Courses" with universities (such as blessing ceremonies combined with Tai Chi meditation) to attract international health tourism groups.

S5+O1: Launch the "Policy Bonus Express" plan. Use government funds to develop a "one-click policy application platform" so that sports tourism merchants can quickly apply for subsidies, tax exemptions and other benefits; at the same time, launch the "Government-endorsed Preferred Merchants" logo, and give priority to promoting compliant merchants through official publicity channels (such as cultural and tourism official websites, city apps) to attract more capital investment.

S5+O2: Launch the "Lightning Booking + Social Fission" package. Design a "young and middle-aged exclusive flash sale channel" (such as a limited number of martial

arts experience classes at 8 o'clock every night), bind the "share to get discounts" function (invite friends to book to get extra discounts), and use employees' multilingual services to provide instant consultation to improve conversion rate and user stickiness.

S5+O3: Build a "Minzhong Sports Tourism Cloud Platform". For example, by integrating the sports tourism resources of Putian City, Fuzhou and Xiamen, tourists can book "martial arts + sailing + mountaineering" tickets across cities, and the government provides cross-regional transportation subsidies; the employee team receives multi-city cultural training and provides seamless guided tour services.

S5+O4: Use policies as leverage to apply for the "International Wushu Carnival". The government provides visa convenience and event subsidies, and the booking system opens a multi-language interface and real-time translation function; employees receive international etiquette training, provide "one-to-one butler service" for contestants, and convert contestants into long-term customers after the game.

S5+O5: Launch the "National Grass Planting Plan". After tourists generate personalized itineraries through the booking platform, they can automatically trigger the "short video template" (such as "My Putian City Kung Fu Tour"), and high-quality content is forwarded by the official account and awarded points; employees actively guide tourists to participate in topic challenges to form UGC content fission.

S5+O6: Develop a "maritime sports extreme booking" channel. The government and the Ocean Administration have simplified the approval process, and merchants can quickly launch the "Meizhou Island Surfing + Sea Fishing" package; the reservation system is connected to real-time weather and sea conditions data, and employees provide safety guidance and equipment rental to lower the threshold for participation.

S5+O7: Launch "Intangible Cultural Heritage Inheritor Direct Appointment Service". The reservation platform has opened a "Southern Shaolin Master Class" area, where tourists can make online reservations for private lessons from martial arts inheritors and receive intangible cultural heritage handmade experience coupons; the employee team receives intangible cultural heritage knowledge training, and cultural explanations are interspersed in the service to enhance the depth of experience.

S6+O1: Promote the "Residents' Cooperative Plan". The government provides funds to support residents to Set up "sports tourism cooperatives" and develop local characteristic activities (such as family martial arts teaching and Mazu religious experience tours). Cooperative members can receive tax exemptions and unified promotion through official platforms to transform residents' participation into sustainable tourism products.

S6+O2: Design the "Live in Putian City People's Home" experience package. Recruit enthusiastic families to open homestays, provide "local sports private lessons" (such as fishermen teaching sea fishing, residents training Southern Shaolin basic boxing),

bind social media check-in tasks (post experience videos to get discounts), and attract young and middle-aged people to participate deeply and spread.

S6+O3: Initiate the "Central Fujian Residents Cultural Exchange Festival". Putian City residents pair up with Fuzhou and Xiamen families to jointly plan "cross-city sports challenge" (such as Putian City Dragon Boat Race + Fuzhou Mountain Climbing Relay). The government provides transportation subsidies, and residents serve as cultural guides to strengthen regional linkage and emotional resonance.

S6+O4: Enhance the local characteristics of the event through residents' participation. During international martial arts events, residents form a "cultural cheering group" (performing traditional gongs and drums, providing home-cooked food), and open "resident private classes" (such as teaching foreign players to wrap red balls and learning dialect cheering slogans) to enhance the affinity and communication value of the event.

S6+O5: Create a "national tourism spokesperson" plan. Train residents to shoot short videos (such as "Martial Arts Corner at My Doorstep" and "Mazu Birthday Diary"), and push high-quality content through government accounts and reward traffic sharing; launch the "Warmest Putian City People" topic challenge to encourage tourists to share their interactive stories with residents.

S6+O6: Develop "fishermen lead play" marine projects. Resident fishermen lead tourists to experience "ancient fishing + maritime martial arts morning exercises" and provide freshly caught seafood barbecue; launch the "Meizhou Island Sailing Resident Team", where tourists can team up with local crew members to enhance participation and cultural authenticity.

S6+O7: Set up an "Intangible Cultural Heritage Family Workshop". Resident inheritors offer "martial arts weapon hand-made classes" (such as family-style wooden sword carving), and tourists can stay in their homes to experience all-weather intangible cultural heritage life; the government certifies "Intangible Cultural Heritage Reception Families" and gives priority recommendations through booking platforms to create differentiated attractions.

S7+O1: Strive for government funds to create a "city vitality economic zone". Build a multifunctional sports plaza in the commercial district (which can be quickly switched to a competition venue, night market, and street performance area). The government provides a green channel for event approval and tax incentives to attract international events and local street culture festivals to be held in turn, forming a sustainable model of "events every month".

S7+O2: Launch the "Night Economy Sports Carnival". The commercial district holds "fluorescent running + electronic music party" and "street basketball 3V3 challenge" at night, and launches "sports energy packages" (including customized light meals and functional drinks) in conjunction with Internet celebrity restaurants, and binds social

media real-time live broadcast and reward functions to attract young and middle-aged people to participate in the "check-in-consumption-communication" closed loop.

S7+O3: Initiate the "Minzhong Commercial District Event Alliance". Putian City Commercial District, Fuzhou Sanfang Qixiang, and Xiamen Zhongshan Road jointly held the "Cross-City Street Sports Tour" (such as skateboarding and parkour). Tourists can exchange Putian City consumption receipts for tickets to other cities, and extend the stay time in the whole area through passenger flow.

S7+O4: Apply for the "World Street Sports Championship" with the commercial district as the stage. Put the martial arts competition and break dance competition into the core area of the commercial street, and retain some facilities (such as graffiti walls and street competitions) as regular attractions after the competition; launch the "Event Passport", and tourists can collect the competition stamps to exchange limited edition city joint fashion products.

S7+O5: Develop an "AR Commercial District Treasure Hunt" interactive system. Tourists scan the code to unlock hidden tasks (such as finding the virtual image of the Southern Shaolin monks and completing the Mazu blessing gesture challenge). The task rewards are merchant discount coupons or priority registration rights for events; high-quality content automatically generates short videos and pushes them to Douyin, forming a traffic cycle of "offline play-online popularity-offline explosion".

S7+O6: Design a "sea-land carnival relay". Meizhou Island's maritime projects (such as surfing and sailing) are linked with street activities in the commercial area (such as beach volleyball night market and seafood barbecue party). Tourists can enjoy discounts in the commercial area with their maritime activity vouchers, and naturally extend their stay time through scene extension.

S7+O7: Create an "intangible cultural heritage flash sports street". Set up a mobile martial arts arena in the commercial area (invite tourists to fight after the monks perform), a Mazu belief-themed obstacle course (such as the blessing lantern hanging challenge), and launch an "intangible cultural heritage sports blind box" (containing traditional weapon models + modern sports equipment) to achieve a deep binding of cultural experience and commercial consumption.

S8+O1: Strive for government funds to cooperate with international organizations to build the "Meizhou Island International Ocean Sports Center". Build a standardized sailing dock, diving training base and marine ecological research center; jointly apply for the title of "World Ocean Sports Capital" with the government, attract international events (such as the Asian Sailing Championship) through policy support, and enhance global exposure.

S8+O2: Launch the "Ocean Extreme Challenge Membership Program". Design the "Meizhou Island Surfing Season Card" for young groups (including professional coach guidance, equipment rental and social media live broadcast rights), bind trendy brand co-branded equipment (such as Mazu totem surfboards), and launch the "Putian

City on the crest of the wave" topic challenge through Douyin to attract high-spending customers.

S8+O3: Build a "Fujian-Taiwan Ocean Sports Corridor". Cooperate with Penghu and Xiamen in Taiwan to launch the "Strait Sailing Rally". The route connects the Mazu Temple on Meizhou Island, the Kinmen battlefield relics, and the Penghu Shuangxin Stone Weir. Tourists can experience cultural sailing in sections; the government provides cross-domain visa convenience to create a "one-stop multi-station" high-end product.

S8+O4: Apply for the "World Ocean Sports Expo". Hold international sea fishing competitions and water motorcycle racing competitions on Meizhou Island, and retain competition facilities (such as smart buoy tracks) for tourists to experience after the competition; launch the "Ocean Sports Passport", and participants can collect stamps to exchange for discounts at global cooperative tourist attractions to form long-term customer stickiness.

S8+O5: Develop the "Metaverse Ocean Sports Platform". Users participate in virtual sailing competitions through VR devices, and real-time data is synchronized to the real-life track on Meizhou Island; launch the "Mazu Escort Challenge" on TikTok (players need to complete sea tasks to unlock cultural plots) to attract global users to generate UGC content.

S8+O6: Design a "Mazu Cultural Sailing Expedition". Launch the "Meizhou Island-Southeast Asia" antique sailing route, where tourists can learn traditional sailing skills, participate in morning martial arts exercises on the deck, and hold a blessing ceremony at the docking place (such as the Malacca Mazu Temple), creating a high-end sailing IP of "culture + adventure".

S8+O7: Create an "Ocean Intangible Cultural Heritage Arena". For example, hold the "Mazu Dragon Boat Obstacle Race" (combining traditional rowing and water plum blossom pile challenge) in the waters of Meizhou Island, develop the "Southern Shaolin Water Kung Fu Performance" (monks show wave-walking light skills), and tourists can sign up for a short-term special training camp and receive an intangible cultural heritage certification certificate upon completion.

S9+O1: Apply for government special funds to build an "intangible cultural heritage sports theme park". Create a Southern Shaolin martial arts live theater, Mazu blessing sports square, and supporting intangible cultural heritage workshops (such as weapon forging, lacquerware production). The government provides tax exemptions and publicity support to attract international tourists and research institutions, forming a benchmark project of "culture + sports".

S9+O2: Launch the "Intangible Cultural Heritage E-sports Joint Plan". Develop a "Southern Shaolin martial arts theme mobile game" (players learn moves to unlock the plot), or a Mazu culture AR parkour game (combining street sports with virtual blessing tasks), bind trendy brand joint equipment (such as smart bracelets to record

sports data), and launch a "breaking dimension challenge" through social media to attract young players to consume.

S9+O3: Build a "intangible cultural heritage sports golden triangle". Putian City promotes martial arts intangible cultural heritage experience, Fuzhou showcases traditional dragon boat culture, Xiamen develops ocean fighting projects, and jointly launches the "Fujian Culture Sports Pass". Tourists who participate across cities can obtain a certificate signed by an intangible cultural heritage master, strengthening the regional synergy attraction.

S9+O4: Apply for the "Global Intangible Cultural Heritage Sports Summit". Invite international traditional martial arts schools (such as Japanese karate and Brazilian war dance) to compete with Putian City Nan Shaolin on the same stage, and launch "Intangible Cultural Heritage Sports Master Classes" (such as Muay Thai and Nan Shaolin stick fusion courses) after the game, and continue the international influence through live broadcasts of events and cultural workshops.

S9+O5: Create an "Intangible Cultural Heritage Sports Metaverse". Develop a virtual Nan Shaolin martial arts gym, where users can learn martial arts moves through VR and generate NFT certification; launch the "One Move for Thousands of Years" challenge on Douyin (replicating intangible cultural heritage martial arts moves), and high-quality content will receive traffic support and be tied to offline experience discounts.

S9+O6: Design the "Mazu Escort Navigation Intangible Cultural Heritage Class". The "Ancient Sailing Driving + Deck Martial Arts Training" project was launched on Meizhou Island. Tourists can participate in traditional sailing rituals (such as Mazu blessing) and combine them with marine sports (such as windsurfing racing) to create a high-end marine experience of "culture + adventure".

S9+O7: Set up a "Dynamic Intangible Cultural Heritage Inheritance Academy". Set up a global student base in Southern Shaolin, with courses covering weapon making, martial arts health preservation, and Mazu folk dance. After graduation, the "Intangible Cultural Heritage Sports Instructor" certification will be issued; launch "Intangible Cultural Heritage Healing Travel" (such as Tai Chi meditation + herbal fumigation) to attract international health care customers.

S10+O1: Apply for government funds to create an "all-age friendly tourism demonstration zone". Build age-specific theme parks (children's adventure park, young and middle-aged extreme sports field, and elderly health trails), equipped with barrier-free facilities and multilingual services; the government provides tax breaks to attract businesses to develop cross-generational joint tickets (such as "grandparent-grandchild sharing card"), forming a policy-supported all-age attraction.

S10+O2: Launch a "family bundled experience package". Design an "all-inclusive" itinerary (including youth rock climbing, parents' yoga classes, and grandparents' tea ceremony experience), bind social media sharing rewards (such as family check-in

videos to get discount coupons), use the decision-making power of young and middle-aged people to drive family consumption, and cover the needs of multiple age groups.

S10+O3: Build a "Fujian Central All-Age Tourism Network". Putian City focuses on martial arts parent-child camps, Fuzhou develops ancient house tours for seniors, and Xiamen focuses on youth marine sports. They jointly launch "cross-city age-themed joint tickets" (such as free for children and half-price for seniors), diverting customer groups through regional complementarity and extending the stay time in the whole region.

S10+O4: Apply for the "All-Age International Sports Carnival". Set up age-based group competitions (children's martial arts performance competitions, young and middle-aged sailing competitions, and elderly gateball exchanges). After the competition, retain facilities as regular experience centers (such as children's martial arts corners and senior fitness areas) to attract international family tourists to visit repeatedly.

S10+O5: Develop "age-based interactive maps". After tourists enter their age and interests, AI generates customized routes (such as VR surfing recommended for teenagers, intangible cultural heritage workshops recommended for parents, and health-preserving Tai Chi recommended for the elderly); bind Douyin challenge competitions (such as "My Family's Putian City Trip" age-based short videos), and high-quality content is automatically pushed to the corresponding customer groups.

S10+O6: Design a "whole family sailing plan". Launch the "Meizhou Island Family Sailing Class" (children learn to steer, parents practice cooperation, and grandparents watch sea fishing), with graded safety measures and multilingual coaches; bind the "Sailing Growth Diary" digital album, tourists can pay to generate a sailing commemorative album and share it on social platforms.

S10+O7: Create an "Intangible Cultural Heritage Intergenerational Inheritance Workshop". For example, open a "Grandparent-Grandchild Martial Arts Class" (the inheritor also teaches children basic boxing and the elders health-preserving exercises), launch a "Family Intangible Cultural Heritage Task Card" (such as making a lacquerware dragon boat model together), and complete it to obtain a "Certificate of Intergenerational Cultural Inheritance" to enhance emotional added value.

ST Strategy

S1+T1: Develop seasonal complementary projects by taking advantage of abundant natural resources and climate strengths. Promote indoor cultural experience activities (such as martial arts, intangible cultural heritage handicrafts) during the high-incidence period of typhoons, and strengthen the construction of ecological protection facilities (such as windbreaks, coastal reinforcement) to reduce the damage of natural disasters to core resources.

S1+T2: Highlight the uniqueness of the natural environment and the comfort of the climate to create a differentiated tourism label. Promote the climate advantage of "livable all year round", combine natural landscape design with characteristic sports projects (such as mountain hiking, climate adaptation sports), attract tourists with high demand for natural experience, and complement surrounding cities.

S1+T3: Increase tourism income and reduce fiscal dependence through sustainable development of natural resources. Introduce preferential tax policies for ecotourism to attract private capital to invest in nature conservation projects, and at the same time use the high traffic of natural attractions to hold commercial events to enhance revenue-generating capabilities.

S1 + T4: Develop innovative eco-sports tourism products based on natural resources. Design "four seasons theme" activities (winter hot spring marathon, summer seaside yoga) in combination with climatic conditions, or use unique landforms to carry out geological exploration projects to enhance long-term appeal.

S1+T5: Set up industry standards with high-quality natural environment as core competitiveness. Cooperate with environmental protection agencies to certify "green tourist attractions" to attract high-end tourists through climate and ecological strengths, and strictly regulate tourist attraction pricing and services to avoid low-price competition from damaging brand image.

S1+T6: Rely on the uniqueness of natural resources to attract eco-tourism professionals. Cooperate with universities to open "Ecological Sports Tourism Management" courses, and use livable climate conditions to provide preferential policies for talent settlement and cultivate a local expert team.

S1+T7: Incorporate natural resource elements into souvenir design. Develop cultural and creative products with local plants and climate characteristics as the theme (such as mangrove seed specimens, climate-themed handmade soaps), or launch "nature experience packages" (including local soil and special plant seeds) to enhance product uniqueness.

S2+T1: Use modern transportation and infrastructure to Set up a disaster emergency response system. Before the typhoon season, evacuation routes are published through the scenic area sign system, hotel facilities are used as temporary shelters, and emergency evacuation lines are opened in cooperation with the transportation department to ensure the safety of tourists.

S2+T2: Use infrastructure strengths to create a "seamless tourism experience" brand. Promote "one-stop" services (such as transportation connections, multilingual signs, and smart booking systems) to attract mid- to high-end tourists who value convenience and form differentiated competition with surrounding cities.

S2+T3: Reduce long-term maintenance costs through efficient operation of infrastructure. Introduce smart management systems (such as energy consumption monitoring and automated maintenance of facilities) to reduce fiscal dependence and

attract private capital to invest in supporting facility upgrades through high-quality services.

S2+T4: Design innovative tourism products by combining the strengths of transportation and facilities. Launch a "night sports sightseeing line" (use modern lighting facilities to show the night view of the tourist attraction), or develop a "transportation + sports" theme ticket (such as a high-speed rail ticket with a martial arts experience course).

S2+T5: Set up industry benchmarks with standardized facilities and services. Jointly develop a "star certification for tourist attraction facilities" with the government, curb malicious price increases through a transparent hygiene rating and price disclosure system, and strengthen tourists' trust.

S2+T6: Rely on improved facilities to attract professional service talents. Cooperate with tourism colleges to open a "smart tourist attraction management" training base, and use modern working environment and career development opportunities to attract young talents.

S2+T7: Use the infrastructure network to promote characteristic cultural and creative products. Set up "intangible cultural heritage pop-up stores" at transportation hubs and hotels, and guide tourists to buy limited edition souvenirs (such as transportation-themed handicrafts) in cooperation with the tourist attraction sign system.

S2+T8: Reshape the city image through the "visible strengths" of infrastructure. Produce promotional videos focusing on modern transportation, clean public facilities and convenient services, and invite tourists to share "real experiences" on social media to hedge against negative public opinion.

S3+T1: Use the flexibility of cultural activities to hedge against natural disaster risks. Launch indoor intangible cultural heritage experience activities (such as Southern Shaolin martial arts teaching, Mazu cultural exhibitions) during the high-incidence period of typhoons, and develop "cultural disaster prevention theme tours" to show the wisdom of local traditional responses to natural disasters (such as windproof design of ancient buildings) through storytelling, and enhance tourists' sense of participation.

S3+T2: Construct the "irreplaceability" label with cultural uniqueness. Create a "Martial Arts Culture Pilgrimage" or "Mazu Culture International Forum" to attract global martial arts enthusiasts and Mazu believers, and form a high-end cultural customer base differentiated from surrounding cities.

S3+T3: Attract diversified financial support through cultural brands. Cooperate with the International Mazu Cultural Organization to apply for the Cultural Heritage Protection Fund, or launch a "Martial Arts Culture IP Licensing Program" (such as Southern Shaolin Martial Arts theme games, film and television cooperation), broaden the source of income to ease financial pressure.

S3+T4: The integration of tradition and modernity promotes product iteration.

Develop an "Immersive Martial Arts Experience Hall" (combining AR technology to restore the ancient battlefield scene), or design a "Mazu Culture + Ocean Sports" theme route (such as the blessing sailing race) to break the traditional form of activities.

S3+T5: Set up industry norms with cultural brands. For example, launch the "Southern Shaolin Martial Arts Certification System" to conduct qualification review of martial arts performance teams and coaches; cooperate with Mazu cultural institutions to develop "Cultural Festival Service Standards" to raise the industry entry threshold through high-standard activities.

S3+T6: Cultivate a professional team based on cultural influence. Cooperate with domestic and foreign sports colleges to set up a dual degree program in "Traditional Martial Arts and Cultural Tourism Management", or invite international Mazu cultural research experts to provide on-site guidance to attract high-end talents.

S3+T7: Empower special products with cultural IP. Launch "Southern Shaolin Weapon Miniature Model Blind Box" or "Mazu Peace Amulet Digital Collection", combine martial arts performance tickets with limited edition cultural creations to enhance product added value and uniqueness.

S3+T8: Reshape the city's image through cultural soft power. Plan "Martial Arts Diplomacy" activities (such as the International Wushu Championship), and jointly initiate "Integrity Blessing Ceremony" with Mazu believers, use cultural events to divert public opinion focus, and strengthen the perception of "City of Culture" rather than "Fake Shoes Capital".

S4+T1: Use the disaster prevention and blessing tradition of Mazu culture to design a "Cultural Emergency Experience Project". During the typhoon season, hold a "Mazu Peace Blessing Ceremony" combined with folk dance performances and disaster prevention knowledge popularization to attract tourists to participate; develop "Mazu cultural theme disaster prevention handicrafts" (such as blessing wind chimes, emergency kit cultural creations), which not only convey cultural connotations but also enhance practicality.

S4+T2: Build a "Global Believers Pilgrimage Center" with Mazu culture as the core. Jointly hold the "International Mazu Cultural Festival" with overseas Mazu temples, and launch the "Pilgrimage + National Sports" package (such as believers marathon, dragon boat race), forming a unique attraction and differentiating from the commercial tourism of surrounding cities.

S4+T3: Attract international funds and cooperation through cultural output. Apply for United Nations intangible cultural heritage projects (such as Mazu beliefs) and strive for international protection funds; cooperate with multinational companies to develop "ethnic cultural experience centers" (such as ethnic handicraft workshops + sports arenas) to ease financial pressure through ticket sharing.

S4+T4: Combine ethnic culture with modern technology to launch "immersive cultural IP". Use VR technology to restore Mazu's sea rescue scene, or design "ethnic sports e-sports games" (such as pitching pots and digital archery competitions) to attract young tourists.

S4+T5: Promote the concept of "honest business" with Mazu culture. Set up a "Mazu Culture Honest Merchant Alliance", conduct qualification certification for institutions participating in ethnic event planning, and publicize the "honesty list" through cultural festivals to curb vicious competition.

S4+T6: Cultivate talents based on the international network of Mazu culture. Cooperate with the Southeast Asian Mazu Cultural Association to open a "Transnational Cultural Management Training Camp" to attract compound talents familiar with multiple languages and ethnic cultures; Set up a "Mazu Cultural Scholarship" to encourage local youth to learn intangible cultural heritage.

S4+T7: Develop high value-added products with ethnic cultural symbols. Launch "Ethnic Totem Embroidery Sportswear" or "Mazu Sailing Theme Blind Box", and give limited edition souvenirs in combination with cultural event tickets to enhance uniqueness and collection value.

S4+T8: Reshape the city brand with the "Truth, Goodness and Beauty" image of Mazu culture. Initiate the "Mazu Culture Global Tour" event, invite international media to shoot the documentary "From Fake Shoes to True Faith", and cover negative labels through cultural narratives; link up ethnic artists to design "Integrity Theme" street graffiti to strengthen the city's positive image.

S5+T1: Use policy support to promote the seamless connection between disaster emergency response system and tourism services. Develop a "disaster warning + travel reservation" linkage system with government funds, automatically push safety tips and free rescheduling services during the typhoon season; train employees to have emergency service skills, provide comfort services during disasters (such as free accommodation extension, transportation coordination), and enhance tourists' sense of security.

S5+T2: Create a "high cost-effective + high service standard" brand with policy endorsement. Launch a government-subsidized "sports tourism card" (including transportation, accommodation and activity discounts), and highlight the meticulousness of employee services (such as multilingual reception, personalized itinerary customization) through publicity to attract mid- to high-end tourists who are sensitive to services.

S5+T3: Consolidate long-term cooperation through policy flexibility. Sign a "risk-sharing agreement" with private enterprises (such as the government provides tax incentives and the enterprise bears part of the facility maintenance costs), and use publicity resources to promote the "social benefits" of sports tourism (such as

employment promotion and cultural heritage) to strive for more stable financial support.

S5+T4: Guide innovation incubation with policies. Set up a "Sports Tourism Innovation Fund" to subsidize enterprises to develop special projects that integrate local culture (such as "Southern Shaolin Martial Arts + VR Competition"), and give priority to promoting new products through convenient booking platforms to accelerate market verification.

S5+T5: Build a standardized market environment with policy authority. Develop "Sports Tourism Service Star Rating Standards" and open government publicity channels to compliant businesses; Set up industry benchmarks through employee service training certification systems (such as the "Smile Ambassador" selection) to force competitors to improve quality.

S5+T6: Cultivate a professional team through policy incentives. Cooperate with universities to set up a "sports tourism talent incubation base", and the government will provide scholarships and employment subsidies; use booking service big data to analyze talent gaps, and set up crash courses such as "multilingual tour guides" and "event planning".

S5+T7: Support cultural and creative innovation with policy resources. Initiate the "Intangible Cultural Heritage + Sports" design competition, and the winning works will be purchased in bulk by the government and sold in bundles through the booking platform (such as "Martial Arts Experience Package with Customized Weapon Model"); use publicity channels to create "explosive IPs", such as "Mazu Peace Talisman Sports Bracelet".

S5+T8: Reshape the image through policies and publicity. Launch the "Integrity Tourism Certification Program" to grant government endorsement logos to compliant merchants; mobilize employees to actively convey positive information in service (such as explaining the story of local cultural transformation), and use the booking platform to push "real tourists' good reviews" to offset negative public opinion.

S6+T1: Mobilize residents to participate in the "community disaster prevention tourism network". Before the typhoon season, resident volunteers organize disaster prevention drills and transform traditional houses into temporary shelters; launch "resident guide disaster prevention science tours", combined with local historical disaster prevention stories (such as the wisdom of wind prevention in ancient fishing villages), to enhance tourists' sense of security and cultural experience.

S6+T2: Create "human touch tourism" with residents' living experience. Develop the "Live in Putian City People" project, where tourists can participate in residents' daily sports activities (such as morning Tai Chi exercises, family dragon boat races), or taste family-inherited specialties, using real local interactions to form differentiated attractions.

S6+T3: Encourage residents to lead the "light asset operation" model. Residents spontaneously set up a "sports tourism cooperative" to crowdfund the development of small-scale special activities (such as community martial arts competitions and intangible cultural heritage handmade markets), reduce dependence on government funds, and increase income sharing.

S6+T4: Explore residents' creativity to incubate "grassroots IP". Hold a "resident proposal competition" to collect innovative projects that combine sports and folklore (such as the "square dance + Southern Shaolin stick method" fusion course). The winning proposal will be provided with a small amount of funding by the government and piloted.

S6+T5: Set up a "resident supervisor" system. For example, select enthusiastic residents to serve as unannounced inspectors of tourist attraction services and regularly feedback the service quality of merchants; issue "resident recommendation certification" to homestays and event organizers that operate in good faith to constrain vicious competition through word of mouth.

S6+T6: Build a "local mentor library" based on residents. Invite residents who are good at traditional sports (such as martial arts enthusiasts, dragon boat team members) to serve as part-time coaches, and the government provides training certification; set up a "resident apprentice" program to train young tour guides and cultural interpreters.

S6+T7: Mobilize residents to create "souvenirs with stories". Organize family workshops to make "residents' handwritten letters + local plant specimens" gift boxes, or launch "My Putian City Memories" DIY experience (such as tourists and residents jointly making woodcarving sports badges) to strengthen emotional added value.

S6+T8: Use the real stories of residents to reshape the city's image. Plan a "100 Residents Endorsement Plan" to invite ordinary citizens to shoot short videos to share their sports tourism life (such as fishermen's morning exercises, Mazu believers' morning jogging), and spread "Putian City people's sincere daily life" through social media to cover negative labels.

S7+T1: Use the vitality of the city's economy to develop a "disaster resilience tourism economy". During the typhoon season, some outdoor events will be moved to indoor venues in commercial areas (such as martial arts performances in the atrium of shopping malls, indoor rock climbing competitions), and combined with street activities to launch a "disaster prevention theme market" (such as emergency equipment exhibitions and disaster prevention science popularization interactions), which will not only ensure the safety of tourists, but also maintain consumption enthusiasm.

S7+T2: Create a "must-check-in" city label with large-scale events. Plan "International Street Sports Carnival" (such as parkour and skateboarding leagues) or "Commercial District Night Economy Festival" (light show + sports flash) to attract

tourists to visit through high-exposure events, forming a functional separation from surrounding cities.

S7+T3: Reduce fiscal burden through commercialization of events. Introduce corporate title sponsorship of large-scale events (such as the "Cup Southern Shaolin Martial Arts Championship"), and launch limited products (such as sports equipment flash stores) in commercial district events and brands to feed back event costs with market-based benefits.

S7+T4: Incubate "new scene economy" with events and street scenes. Develop "Metaverse Linkage Events" (offline participation + online virtual viewing points to exchange for commercial district discounts), or launch "street sports + intangible cultural heritage flash" (such as lion dance and street dance Battle fusion performances) to break the boundaries of traditional events.

S7+T5: Regulate the market order with the standards of large-scale events. Set up a "white list system for event organizers" and require commercial district events to pass the service quality review before obtaining the right to use the venue; force merchants to improve their integrity through the disclosure of event data (such as tourist ratings and consumption conversion rates).

S7+T6: Cultivate practical talents through event platforms. Cooperate with local universities to set up a "large-scale event operation training camp" for students to participate in the planning and execution of commercial district activities; invite international event management experts to provide on-site guidance to form a talent training model of "training by fighting".

S7+T7: Transform events and block culture into special products. Launch "replicas of the same equipment as the event champions" for limited sale in commercial districts, or design "street event landmark blind boxes" (such as miniature Southern Shaolin Arena and Mazu parade scene models) and bind them to event ticket sales.

S7+T8: Use large-scale events to reshape the city's economic image. Organize the "Global Original Sports Brand Expo" to showcase the transformation results of local enterprises; launch the "Integrity Street Challenge" (such as the "No Fake Goods Promise Merchant Check-in Event") to reverse negative perceptions through media reports and tourist participation.

S8+T1: Use international cooperation to develop a "Resilient Ocean Sports" system. Cooperate with Nordic countries to introduce typhoon-resistant floating island technology, and move some offshore projects to near-shore floating islands during the typhoon season (such as windsurfing and snorkeling experiences); jointly monitor red tides with international environmental organizations, develop "Red Tide Science and Education Tours", and transform ecological challenges into educational products.

S8+T2: Create an "irreplaceable ocean business card" with international marine sports. Co-organize the "Meizhou Island International Surfing Festival" or "Cross-Sea Sailing Rally" with Southeast Asian countries to highlight the uniqueness of local

waters (such as tidal conditions and coral reef landscapes), attract international high-end sports enthusiasts, and form a positioning difference with surrounding cities.

S8+T3: Share risks and costs through international cooperation. Build marine sports bases with countries along the Belt and Road and share facility investment; introduce international event copyright sharing models (such as the sale of global live broadcast rights for the Meizhou Island Sea Fishing Championship) to broaden revenue sources.

S8+T4: Leverage international resources to incubate cutting-edge projects. Cooperate with Australia to introduce "marine life tracking diving" (wearing sensors to record fish activities), or cooperate with the Netherlands to develop a "floating marine sports complex" (integrated sailing, water yoga and other multi-functional platforms) to break the traditional marine tourism model.

S8+T5: Introduce international certification standards to regulate the industry. Apply for the "Blue Water Certification" of the International Marine Sports Federation (such as the IOC) to open international cooperation resources to compliant operators; Set up a "cross-border complaint direct channel" so that tourists can feedback service quality through international platforms, forcing local businesses to improve their integrity.

S8+T6: Cultivate global talents through international cooperation. Jointly open the "Master of Marine Sports Management" with the New Zealand Maritime Academy, and deliver the Meizhou Island project in a targeted manner; invite international champion athletes to teach on site (such as Olympic sailors) to attract young talents to participate.

S8+T7: Integrate marine sports with international IP to design limited products. Jointly launch the "Meizhou Island Limited Edition Surfboard" with well-known surfing brands, or work with international artists to create "Marine Sports NFT Digital Collections", which are exclusively sold through competition channels.

S8+T8: Reshape the image with international competitions and environmental protection actions. Hold the "Global Ocean Clean Challenge" and invite international media to broadcast the garbage cleaning action in the sea area of Meizhou Island; launch the "True Ocean Sports" brand plan, and cooperate with international certification agencies to release the "Marine Sports Integrity White Paper" to cover the negative label of "fake shoes".

S9+T1: Integrate intangible cultural heritage skills into disaster response experience. Develop "Intangible Cultural Heritage Disaster Prevention Workshops", where tourists can learn to make traditional bamboo flood prevention tools or the blessing ceremony in Mazu beliefs, combined with modern disaster prevention knowledge; launch "Typhoon Season Intangible Cultural Heritage Theme Escape Room", simulate the disaster prevention scene of ancient villages, enhance participation and cultural communication.

S9+T2: Build a "Cultural Moat" with the uniqueness of intangible cultural heritage. Create "Intangible Cultural Heritage Sports Immersive Route" (such as the real-life

script-killing in the Southern Shaolin Wushu Heritage Village), or launch "Intangible Cultural Heritage Master Private Tutoring Class" (such as performance training combining puppetry and martial arts), attract deep cultural experiencers, and form irreplaceable competitiveness.

S9+T3: Create income through the commercialization of intangible cultural heritage IP. Authorize intangible cultural heritage elements to develop joint sports equipment (such as Mazu totem running shoes, martial arts pattern yoga clothes), and the income will be fed back to cultural protection; set up an "Intangible Cultural Heritage Tourism Crowdfunding Platform", where tourists can invest in specific projects (such as the restoration of ancient dragon boats) and get priority experience rights.

S9+T4: Subvert traditional forms with cross-border integration of intangible cultural heritage. Design "intangible cultural heritage e-sports league" (such as digital pitching pot, virtual martial arts arena), or launch "dynamic intangible cultural heritage map" (AR navigation check-in intangible cultural heritage inheritor workshop), transforming static culture into interactive experience.

S9+T5: Regulate the market with the intangible cultural heritage certification system. Set up "intangible cultural heritage inheritor cooperative merchant certification", and only allow merchants who have passed the review to use intangible cultural heritage elements; launch "intangible cultural heritage traceability QR code", tourists can scan the code to check the product production process and inheritor information, and curb low-quality competition.

S9+T6: Attract the new generation to participate in intangible cultural heritage inheritance. Open "intangible cultural heritage maker incubation camp", young people can get entrepreneurial support by designing intangible cultural heritage sports tourism products (such as martial arts theme board games); cooperate with universities to set up "intangible cultural heritage sports research laboratory" to cultivate interdisciplinary talents.

S9+T7: Transform intangible cultural heritage skills into high-end products. Launch "Limited Edition Handmade by Masters of Intangible Cultural Heritage" (such as martial arts weapon micro-carvings, lacquer sports badges), or develop "Intangible Cultural Heritage Experience Kits" (including material packages and online teaching), so that tourists can make personalized souvenirs.

S9+T8: Cover negative narratives with intangible cultural heritage. Launch "Intangible Cultural Heritage Real Kung Fu Challenge" (such as traditional martial arts VS modern fighting live broadcast), invite international Internet celebrities to experience intangible cultural heritage sports; jointly shoot the documentary "Intangible Cultural Heritage Sports Code" with CCTV to strengthen the image of "City of Cultural Authenticity".

S10+T1: Develop "climate-adaptive tourism products" for all ages. In the typhoon season, family-friendly indoor sports centers (such as parent-child rock climbing gyms and VR surfing experiences) are launched, and in the rainy season, "rainforest adventure science tours" (combining ecological explanations and light hiking) are designed to ensure that tourists of all ages can participate throughout the year and reduce the impact of natural disasters on passenger flow.

S10+T2: Create a "family travel destination of choice" with the advantage of full-age coverage. Launch a "three-generation tour package" (including children's martial arts experience, young and middle-aged sailing courses, and elderly health Tai Chi), and link multiple attractions to design "age-level check-in challenges" (such as teenagers completing mountain biking and the elderly participating in cultural lectures) to form a composite attraction and differentiate from the surrounding single customer group positioning.

S10+T3: Share operating risks through diversified customer groups. Develop special subsidy policies for different groups such as students, families, and seniors (such as half-price student ID cards and a points system for family packages), and use stable customer sources to attract social capital investment; launch "age-based crowdfunding projects" with tourist attractions (such as parents crowdfunding the naming rights of parent-child parks) to reduce financial dependence.

S10+T4: Drive scene innovation with age-based needs. Design a "Metaverse Sports Social Platform" for teenagers (offline competition + online virtual team), develop "Cultural Therapy Slow Travel" (Tai Chi Yoga + Intangible Cultural Heritage Tea Ceremony) for middle-aged and elderly people, and launch "All-age Blind Box Routes" (randomly assign different theme itineraries) in combination with the diversity of tourist attractions to break homogeneity.

S10+T5: Set up industry barriers with all-age safety standards. Launch "Age-based Safety Certification" (such as international safety standards for children's facilities and barrier-free routes for the elderly), and give priority to opening government publicity resources to tourist attractions that meet the standards; set up a "family tourist complaint direct channel" to force businesses to standardize services through the high supervision of parent-child groups.

S10+T6: Targeted training of all-age service expert teams. Cooperate with vocational colleges to set up "age-based tourism management majors" (subdivided into children's activity planning, silver-haired tour guides, etc.); recruit retired teachers, athletes and other groups as "age ambassadors" to provide personalized service training to fill the gap in professional talents.

S10+T7: Customize themed products according to age needs. Children's version of "intangible cultural heritage sports toy blind box" (such as mini dragon boat assembly model), young and middle-aged "extreme sports joint equipment" (such as sailing

theme smart watches), and elderly "cultural health gift boxes" (herbal sachets + Tai Chi teaching USB flash drives), improve product targeting through age segmentation. **S10+T8:** Reshape word of mouth with real experience for all ages. The "One Hundred Family Witness Plan" was launched, inviting tourists of different ages to shoot vlogs to record their experiences at tourist attractions (such as children's martial arts classes and grandparent-grandchild sailing races), and to spread the diverse image of "Putian City has more than just fake shoes" through social media; the "Integrity Age Challenge" was launched (such as a youth anti-counterfeiting knowledge competition) to cover up negative labels.

WO Strategy

W1+O1: Use government policy support to develop "all-season tourism products". Promote seasonal complementary projects such as winter hot spring health care and summer water sports, and encourage tourist attractions to hold cultural festivals (such as Mazu Winter Festival) in the off-season through financial subsidies to balance passenger flow fluctuations.

W1+O2: Design "off-season promotion plan" for young and middle-aged customers. Launch off-season exclusive discounts (such as half-price winter surfing courses and spring hiking equipment rental discounts), combine social media to promote the concept of "off-peak travel", and attract young groups to fill the off-season gap.

W1+O3: Link surrounding cities to create a "four-season tourism alliance". Cooperate with Fuzhou and Xiamen to launch the "Fujian Central All-Season Pass", where tourists can experience complementary projects across cities in different seasons (such as Putian City summer seaside sports + Fuzhou autumn mountaineering), dispersing seasonal pressure in a single region.

W1+O4: Use international events to fill the off-season gap. During the low passenger flow period in winter, hold the "Southern Shaolin International Wushu Invitational" or "Meizhou Island Sailing Winter Training Camp" to attract professional teams and spectators, and improve the utilization rate in the off-season.

W1+O5: Accurately predict and guide passenger flow through big data. After analyzing tourist preferences, launch "personalized recommendation packages" (such as indoor VR martial arts experience in the rainy season) in the off-season, and launch "off-season check-in challenge" through short video platforms, using traffic subsidies to stimulate content creation.

W1+O6: Develop seasonal adaptive marine projects. Promote "warm winter sea fishing experience" (equipped with heated cabins) in winter, and design "red tide science popularization study tour" in the rainy season to transform marine resources into differentiated products that can be operated throughout the year.

W1+O7: Use cultural experience to hedge seasonal restrictions. In the off-season, we will launch "In-depth Tour of Intangible Cultural Heritage Workshop" (such as Mazu

religious blessing ceremony, Southern Shaolin martial arts private lessons), and develop indoor experience products (such as martial arts theme escape room) through cultural IP authorization to enhance non-outdoor appeal.

W2+O1: Strive for government funds to Set up a "Special Program for Sports Tourism Talents". Cooperate with universities to open "Multilingual Tour Guide Certification Class" and "International Coach Incubation Base", and the government will provide tuition subsidies and employment matching to quickly fill the gap in professional talents.

W2+O2: Launch a "Language Volunteer Program" for young customers. Recruit young and middle-aged people with strong foreign language skills to serve as part-time tour guides (such as international students and foreign trade practitioners), provide free sports project experience (such as sailing courses) as an incentive, and optimize the quality of tour guide services.

W2+O3: Build a "Minzhong Tour Guide Resource Sharing Platform" with cities such as Fuzhou and Xiamen. Introduce professional tour guide teams from surrounding cities to support peak season needs, and enhance the practical experience of local tour guides through a cross-city rotation system.

W2+O4: Use events as a platform to attract international talents. During international martial arts events, foreign coaches are invited to conduct short-term training camps, and long-term cooperation memoranda are signed to Set up a mechanism for foreign coaches to stay on site.

W2+O5: Develop an "AI multilingual virtual tour guide system". Through big data analysis of tourists' language preferences, intelligent voice guide equipment is deployed in tourist attractions; at the same time, short video platforms are used to recruit "Internet celebrity coaches" (such as bilingual martial arts masters) to expand the source of talents.

W2+O6: Cooperate with international marine sports organizations on the "Quick Certification Program". Jointly with the International Surfing Association (ISA), short-term coach training courses are opened to quickly train local marine sports coaches, and multilingual safety officers are introduced to solve the shortcomings of language services.

W2+O7: Cultivate compound talents of "intangible cultural heritage + sports". Select traditional martial arts inheritors to receive multilingual training so that they have both cultural interpretation and sports teaching capabilities; launch the "Intangible Cultural Heritage Ambassador" project to attract cultural enthusiasts who are fluent in foreign languages to participate in the tour guide service.

W3+O1: Take advantage of the policy to Set up a "cross-departmental supervision joint command". The government will take the lead in Set uping a multi-departmental collaboration platform for tourism, prices, market supervision, etc., develop peak season price ceiling standards, and disclose real-time price data; at the same time, Set

up a "peak season service quality fund" to provide tax exemptions for compliant merchants to curb malicious price increases.

W3+O2: Launch a "transparent service package" for high-spending groups.

Cooperate with high-rated hotels and restaurants to launch the "Peak Season Preferred Card" (including fixed-price accommodation + catering combination), lock prices through pre-sales on e-commerce platforms, attract young and middle-aged people to book in advance, and avoid the risk of temporary price increases.

W3+O3: Build a "peak season diversion cooperation mechanism" with surrounding cities. Promote travel agencies in Fuzhou, Xiamen and other places to jointly design "Central Fujian Interconnection Routes" to divert some peak season tourists to surrounding cities for accommodation, alleviate local supply pressure, and balance regional prices.

W3+O4: Use international events to force service standardization. During the international martial arts events, require cooperative hotels to sign a "price freeze agreement" and introduce international third-party agencies to supervise service quality to form a long-term regulatory template.

W3+O5: Use digital tools to achieve "price transparency". Develop a "Putian City Tourism Integrity Platform" to publicize the prices and ratings of catering and accommodation around the scenic area in real time, encourage tourists to expose illegal businesses through social platforms; give priority to government publicity resources for compliant businesses.

W3+O6: Develop maritime accommodation products to disperse peak season pressure. Launch "Meizhou Island Floating Hotel" or "Sailboat Overnight Experience", use marine resources to expand accommodation supply, and reduce the monopoly price increases of land hotels.

W3+O7: Extend the consumption chain with cultural experience and reduce price sensitivity. Launch "Intangible cultural heritage theme all-inclusive package" (including high-priced cultural workshops + affordable accommodation), balance the overall cost through high value-added services; cooperate with intangible cultural heritage inheritors to open affordable specialty restaurants to provide differentiated choices.

W4+O1: Use policy resources to Set up a mandatory safety certification system for tourist attractions. The government requires all tourist attractions to pass international safety standards certification, and those who fail to meet the standards are not allowed to participate in official tourism promotion; set up a "safety improvement special fund" to provide financial subsidies to tourist attractions that improve emergency plans, forcing safety management to upgrade.

W4+O2: Launch "safety + adventure" integrated products for young and middle-aged people. Develop "extreme sports safety training camps" (including rock climbing and diving courses guided by professional coaches), bind insurance services and

high-definition safety recorders, which not only meet the stimulation needs but also reduce risks, and hedge the negative impression of insufficient supervision through high value-added services.

W4+O3: Build a "Central Fujian Safety Joint Defense Network". Fuzhou and Xiamen share scenic area monitoring data and Set up a cross-city emergency rescue green channel; jointly develop the "Scenic Area Safety Operation Manual", unify supervision standards, and conduct surprise inspections on implementation through rotating inspection teams.

W4+O4: Promote "safety transparency" through international events as a pilot. During martial arts events, introduce third-party international safety audit institutions to broadcast the safety inspection process of venues and surrounding tourist attractions; after the event, release the Chinese and English versions of the "Putian City Tourism Safety White Paper" as a long-term regulatory template.

W4+O5: Create a "national safety supervision ecosystem". Develop the "Safety Eagle Eye" APP, where tourists can upload photos of hidden dangers to redeem points (for tourist attraction consumption); analyze high-frequency risk points through big data, push rectification tasks to tourist attractions in a targeted manner, and launch the "Safety Putian City Challenge" on Douyin to encourage users to create safety education short videos.

W4+O6: Embed safety standards into the genes of marine tourism. Equip the "Meizhou Bay-Southeast Asia" route with an AI navigation warning system to monitor typhoons and red tides in real time; require operators to use smart life jackets (with built-in positioning and vital signs monitoring) and cooperate with the International Maritime Organization for certification to create the "safest maritime sports corridor".

W4+O7: Use culture to empower safety management. Design the "Mazu Blessing Safety Tour", where tourists will receive a smart amulet (with built-in emergency call function) after participating in the traditional blessing ceremony; develop the "Southern Shaolin Safety Defense Experience Class", which breaks down martial arts movements into practical skills such as anti-trampling and anti-falling, and enhances tourists' proactive defense capabilities.

W5+O1: Apply for the "Special Fund for the Renovation of Old Venues". With the support of government policies, traditional venues will be upgraded to "smart sports complexes" (such as installing detachable smart floors and AR viewing systems), and multi-functional spaces will be developed (martial arts performances during the day and e-sports events at night) to increase utilization and revenue.

W5+O2: Launch a "crowdfunding renovation plan" for young groups. Launch the "Pick Your Arena" project, where users can pre-purchase the right to use or name the future venue (such as the "skateboard theme area") through consumption coupons.

The funds will be used to update facilities and bind member-exclusive events (such as the street dance battle league) to attract investment and traffic.

W5+O3: Build the "Minzhong Event Tour Network" with Fuzhou and Xiamen. Old venues will host tour sub-station events (such as basketball games with Minnan dialect commentary), share new facility resources in surrounding cities (such as the Xiamen Sailing Center), and reduce the pressure on a single venue through resource complementarity, forcing local upgrades.

W5+O4: Use international events as a lever to promote "facility replacement". Apply for the "Asian Traditional Martial Arts Championships", requiring partners to provide temporary facility rentals (such as modular arenas), and retain some equipment for daily operations after the game; set up an "innovation fund" through event income to incubate new sports activities (such as drone racing).

W5+O5: Create a "breaking the old and Set uping the new" Internet celebrity scene. Transform old venues into "retro sports photography bases" (such as the style of basketball courts in the 1980s) to attract bloggers to check in; launch the "Old Object Transformation Challenge" (design sports installation art with abandoned facility parts) to increase the popularity of topics through short video dissemination.

W5+O6: Combine land facilities with marine projects for development. Launch "Sea and Land Sports Ticket" (buy Meizhou Island surfing course and get VR surfing experience in urban venues), use marine income to subsidize land facility maintenance; build "Ocean Sports Simulation Center" (such as artificial wave pool) in old venues to divert peak season marine passenger flow.

W5+O7: Use intangible cultural heritage to activate venue functions. Transform traditional martial arts venues into "Dynamic Intangible Cultural Heritage Museum" (AR restores the evolution of Southern Shaolin weapons throughout the ages), develop "Martial Arts + Intangible Cultural Heritage Handicraft" experience classes (such as making weapon wood carvings); design "Cultural Arena Competition" (such as modern fighting accompanied by dragon boat drums) in conjunction with intangible cultural heritage inheritors to break through traditional activity forms.

W6+O1: Promote the "Integrity Merchant Certification Program". The government and industry associations develop the "Sports Tourism Service Standards", issue the "Putian City Excellent Travel" logo to compliant merchants, and open the official tourism platform for priority display; provide traffic subsidies and tax exemptions to certified merchants, forcing the industry to improve its overall quality.

W6+O2: Launch the "Transparent Consumption Alliance" for high-spending groups. Cooperate with high-quality merchants to design a "prepaid worry-free package" (including third-party platform fund custody service), and consumers will pay the balance after confirming that they are satisfied with the experience; through big data analysis of user reviews, implement a "one-vote veto" mechanism for fraudulent merchants.

W6+O3: Set up a "credit sharing library for merchants in central Fujian". Build a merchant blacklist system with Fuzhou and Xiamen to synchronize violation records in real time; launch the "Inter-city Credit Pass", where tourists can enjoy high-quality services across cities based on their credit scores, forcing local merchants to actively improve their quality.

W6+O4: Use international events as a benchmark to promote "service standardization". Require event partners to pass ISO service quality certification and introduce international auditing agencies for spot checks; issue the "Event Service Guide" as an industry template after the event, and award the title of "International Event Recommended Unit" to qualified merchants.

W6+O5: Build a "national anti-counterfeiting ecosystem". Develop the "Putian City Tourism Radar" applet, where tourists can scan the code to view the real-time ratings and complaint records of merchants; jointly launch the "Expose Bad Merchants" topic with Douyin, and reward free experience coupons to users who provide valid evidence, forming public opinion supervision pressure.

W6+O6: Bind marine projects with integrity. Launch the "Meizhou Bay Honest Sailing Card", which can only be used by operators who have passed the dual certification of safety and service; design the "maritime consumption blockchain system", so that each transaction of tourists can be traced back to the specific service link, and eliminate maritime fraud.

W6+O7: Endorsing the quality of merchants with cultural credit. Intangible cultural heritage inheritors jointly launched the "Craftsmanship Merchant Alliance" and awarded the title of "Mazu Belief Cooperation Unit" to honest merchants; develop "Intangible Cultural Heritage Certification Package" (such as Southern Shaolin martial arts class + inheritor supervision equipment) to enhance tourists' trust through cultural authority.

W7+O1: Apply for the "Special Fund for Differentiated Tourist attraction Reconstruction". The government subsidizes tourist attractions to develop "Intangible Cultural Heritage Theme Immersive Experience Area" (such as Southern Shaolin martial arts live theater, Mazu belief and custom interactive exhibition), and create unique cultural landmarks through policy guidance to break through homogeneous competition.

W7+O2: Design a "limited edition experience package" for young customers. Launch "seasonal limited activities" (such as fluorescent night running on the sea in summer and martial arts snow training in winter) to stimulate revisit through scarcity and uniqueness; bind social platform check-in tasks (such as collecting 5 special attractions to unlock hidden benefits) to enhance user stickiness.

W7+ O3: Build a "Fujian Central Theme Complementary Network". Different from Fuzhou's focus on "ancient house culture" and Xiamen's focus on "coastal fashion", Putian City focuses on the core IP of "martial arts + Mazu" and jointly launches "one

city, one theme" joint tickets. Tourists can get points rewards for cross-city tours to disperse homogeneity pressure.

W7+O4: Create an "annual must-see ceremony" with events. Apply for the "Global Traditional Martial Arts Championship", design permanent event landmarks (such as the champion handprint wall and the martial arts hall of fame), and launch a "commemorative passport for the event" (tourists can upgrade their rights and interests by participating in the competition and checking in every year) to form a long-term motivation for revisiting.

W7+O5: Launch the "Thousands of People, Thousands of Faces of Putian City" content plan. Through AI algorithms, personalized travel routes are generated for tourists (such as "exclusive routes for martial arts fans" and "pilgrimage routes for Mazu believers"), and users are encouraged to publish a series of vlogs of "My Putian City Story" on Xiaohongshu, highlighting differentiated experiences and covering homogeneous labels.

W7+O6: Develop "ocean + martial arts" integration projects. Launch the "Sea Plum Blossom Pile Challenge" (floating platform martial arts competition) or "Mazu Escort Sailing Race" on Meizhou Island, deeply bind marine resources with traditional culture, and form unique products that cannot be replicated.

W7+O7: Create a "dynamic intangible cultural heritage arena". Upgrade the traditional dragon boat race to "water obstacle race", and design "martial arts puzzle challenge" in combination with the Southern Shaolin weapon performance. After participating, tourists can obtain a grade certificate signed by the intangible cultural heritage inheritor to enhance the uniqueness of the experience and collection value.

W8+O1: Apply for "special subsidies for the development of intangible cultural heritage and creative industries". The government has set up a fund to support local craftsmen and designers to integrate Mazu culture and Southern Shaolin martial arts elements into souvenir design (such as "Mazu peace amulet sports bracelet" and "martial arts weapon micro-carving blind box"), and quickly enrich the product line through policy support.

W8+O2: Launch the "Trendy Play Joint Plan" for young customers. Cooperate with national trend brands to develop limited edition sports equipment (such as skateboard graffiti Mazu totem, martial arts theme street wear), pre-sell through e-commerce platforms and bind "unboxing short video challenge", and use social fission to increase sales.

W8+O3: Build a "Minzhong Intangible Cultural Heritage Souvenir Alliance". Combined with surrounding intangible cultural heritage skills such as Fuzhou bodiless lacquerware and Xiamen lacquer thread carving, design "Min Culture Sports Set" (such as lacquerware sports water bottle + martial arts theme lacquer thread carving pendant), disperse development costs through joint products, and enhance uniqueness.

W8+O4: Develop "champion series derivatives" based on event IP. During international martial arts events, "champion signature weapon models" and "3D printed figures of event mascots" will be launched, and sold overseas through cross-border e-commerce platforms after the events to create a global Putian City cultural and creative label.

W8+O5: Launch the "National Design and Innovation Plan". Launch the "Putian City Souvenir Design Competition" on Douyin and Xiaohongshu, and users who submit the best solutions can get sales share; use AR technology to develop "virtual souvenirs" (such as scanning codes to summon 3D Southern Shaolin monk animations) to attract digital natives to consume.

W8+O6: Launch "Ocean Sports Memory Capsules". Design customizable glass bottles (containing Meizhou Island seawater, shells and sports event chips), and tourists can record voice and store them in the chip after completing maritime projects; bind "ocean environmental protection points", collect capsules and redeem carbon footprint certificates to increase added value.

W8+O7: Create a "Dynamic Intangible Cultural Heritage Souvenir Workshop". A "Martial Arts Weapon Forging Experience Hall" is opened in the scenic area, where tourists can make mini swords and engrave their names; a "Mazu Faith and Customs Blessing Blind Box" (including random intangible cultural heritage handmade + electronic blessing card) is developed to increase the premium of souvenirs through deep cultural binding.

W9+O1: Strive for government funds to Set up a special plan for the "Minzhong Sports Tourism Corridor". The Provincial Department of Culture and Tourism will coordinate the planning of sports tourism resources in Putian City, Fuzhou and Xiamen, and uniformly develop "mountain-sea linkage routes" (such as Putian City Nan Shaolin martial arts + Fuzhou mountain biking + Xiamen sailing experience). The government will provide cross-regional transportation subsidies, and through policies, it will force tourist attractions to share passenger flow data and optimize the staggered arrangement of activity time.

W9+O2: Design a "cross-city sports points challenge" for young customers. After participating in martial arts courses in Putian City, completing mountaineering check-ins in Fuzhou, and experiencing sailing in Xiamen, tourists can accumulate points to redeem limited edition joint equipment (such as "Three Cities in Central Fujian Commemorative Sports Shoes"), promoting regional customer flow through consumption incentives and balancing activity enthusiasm.

W9+O3: Set up a "Central Fujian Sports Tourism Dispatch Center". Jointly build a digital management platform with the cultural and tourism departments of the three places to monitor the flow of people and activity load in each tourist attraction in real time, dynamically adjust the event schedule (such as avoiding the Putian City Wushu

Festival and the Xiamen Marathon at the same time), and launch the "City United Event Calendar" applet, so that tourists can plan cross-city itineraries with one click.

W9+O4: Connect regional resources with international events. Apply for the "Central Fujian International Triathlon", with the track design covering Putian City Meizhou Island Swimming, Fuzhou Mountain Bicycle, and Xiamen Coastal Running. The event income will be proportionally fed back to the three places for facility upgrades, and the regional linkage brand will be strengthened through global live broadcasts.

W9+O5: Create a "Virtual Central Fujian Sports Alliance". Develop the metaverse platform "MinSport", where tourists can create virtual characters to participate in online activities across regions (such as Putian City VR martial arts battles and Xiamen digital sailing races), unlock real rewards (such as Liancheng coupons) after completing corresponding tasks offline, and optimize the arrangement of physical activities through traffic guidance.

W9+O6: Design a "sea and land sports relay race". Those who complete the Meizhou Island surfing course can obtain a Fuzhou mountaineering pass, and those who meet the Xiamen sailing experience standards can unlock a discount for Putian City martial arts private lessons. Through product binding, tourists can move across regions, and use maritime projects to fill the gaps in land activities during the off-season.

W9+O7: Use the main line of intangible cultural heritage to connect regional activities. The "Mazu Belief Pilgrimage Marathon" was launched, with the route running through the Mazu Ancestral Temple in Putian City, the Intangible Cultural Heritage Workshop in Fuzhou, and the Temple of the Sea God in Xiamen. Runners can collect stamps and exchange them for cultural souvenirs. We also collaborated with the intangible cultural heritage inheritors of the three places to design the "Central Fujian Cultural Arena" (such as Putian City Wushu VS Fuzhou Wing Chun VS Xiamen Chest-patting Dance), forming a differentiated and coordinated event matrix.

WT Strategy

W1+T1: Take advantage of the high incidence of natural disasters in the off-season to develop "disaster prevention education + tourism" integrated products. In the typhoon season, a "disaster survival training camp" is launched, where tourists can learn traditional windproof building knowledge (such as the ancient building structure of the Mazu Temple) and emergency skills, combined with a simulated typhoon experience hall, to transform natural disasters into popular science tourism resources.

W1+T2: Design "off-season differentiated experience" to target the loss of off-season customers. In winter, a "hot spring health + Southern Shaolin internal training" package is launched, combined with Putian City's low price advantage, to attract tourists from surrounding cities to "split peak consumption" and weaken the impact of the siphon effect.

W1+T3: Promote "low-cost sharing of public resources in the off-season". The government coordinates tourist attractions to open to local residents free of charge in the off-season and hold community sports events (such as family dragon boat races), which not only maintains the popularity of tourist attractions, but also reduces the pressure of fiscal subsidies.

W1+T4: Develop "themed rotating products" based on the season. In the rainy season, launch "intangible cultural heritage indoor workshops" (such as lacquerware making and martial arts weapon carving), and design "water-saving sports projects" (such as sand martial arts training) in the dry season, and hedge the problem of product obsolescence through dynamic adjustment.

W1+T5: Set up an "off-season service certification system". For merchants who still maintain reasonable prices in the off-season, issue the "all-season honest merchant" logo, and give priority to recommending them on the government tourism platform, and suppress vicious price increases through positive incentives.

W1+T6: Implement the "off-season talent reservoir plan". Cooperate with universities to recruit tourism students to intern in the off-season, participate in tourist attraction event planning and multilingual services, not only to fill the manpower gap, but also to reserve talents for the peak season.

W1+T7: Develop "seasonal limited souvenirs". In the rainy season, we launched the "Mazu Blessing Umbrella" (with anti-disaster cultural symbols printed on the umbrella surface), and in the winter, we designed the "Southern Shaolin Hand Warmer Blind Box", and enhanced the uniqueness of souvenirs through time scarcity.

W1+T8: Use the off-season to carry out "reputation repair action". Invite media and Internet celebrities to experience off-season special activities (such as intangible cultural heritage workshops, low-traffic martial arts performances), cover the "fake shoes" label through content dissemination, and shape the image of "a cultural city suitable for all seasons".

W2+T1: Take advantage of the intermittent characteristics of the high incidence of natural disasters to cultivate an "emergency multilingual service team". Recruit foreign language talents with first aid qualifications, provide "safety guide services" during the typhoon season (such as real-time translation of weather warnings and evacuation instructions), and provide free disaster response training through government subsidies to enhance the emergency service capabilities of tour guides.

W2+T2: Use professional services to fight the loss of customers. Launch a "multilingual martial arts private teaching program" for international tourists, invite foreign coaches to teach on-site (such as Muay Thai coaches and Southern Shaolin martial arts integration courses), and attract high-end customers through high service quality (such as small class teaching, cultural interpretation), forming differentiated competition with conventional tourism in surrounding cities.

W2+T3: Promote the "public-private partnership talent sharing platform". The government and private enterprises sign an agreement to share multilingual tour guide resources during the peak season (such as part-time tour guides for cross-border e-commerce practitioners), and provide tax exemptions during the off-season to encourage companies to retain talents and reduce long-term employment costs.

W2+T4: Activate product iteration through talent introduction. Hire international sports tourism experts to design "technology + culture" integration projects (such as AR martial arts teaching system), and recruit bilingual tour guides as "technology and culture ambassadors" to show tourists innovative products and make up for the problem of outdated traditional activities.

W2+T5: Build industry barriers with talent certification. It is mandatory for tour guides to pass the dual certification of "multilingual service + cultural knowledge", and issue official qualification marks to those who meet the standards; implement the "one-vote veto system for tour guide qualifications" for illegal businesses, forcing service quality to improve.

W2+T6: Implement the "talent blood-making plan". Cooperate with vocational colleges to open "sports tourism orientation classes" (courses include multilingual training and intangible cultural heritage interpretation), the government provides full scholarships, and students must serve locally for at least 3 years after graduation; at the same time, introduce foreign volunteers to participate in peak season services to fill short-term gaps.

W2+T7: Use talent creativity to drive product differentiation. Organize tour guides and designers to co-create "cultural interpretation souvenirs" (such as martial arts weapon models with QR codes, which can listen to multilingual cultural stories by scanning the code), and recommend sales through tour guides to enhance product added value and uniqueness.

W2+T8: Reshape reputation with professional services. Train tour guides to become "city ambassadors" and actively integrate local cultural transformation stories (such as intangible cultural heritage protection achievements) into their explanations; launch "multilingual anti-counterfeiting experience tours" (visiting honest factories + martial arts anti-counterfeiting performances) to cover negative public opinion through high-quality services.

W3+T1: Set up a "peak season disaster prevention mechanism". The government jointly develops a dynamic price control plan with meteorological, emergency, and cultural and tourism departments. During the typhoon season, it is mandatory for hotels around tourist attractions to reserve 30% of their rooms as emergency shelters, and to compensate merchants for losses with financial subsidies; at the same time, through cross-departmental collaboration, real-time disaster warnings and price guidance are issued to prevent taking the opportunity to drive up prices.

W3+T2: Launch the “peak season cost-effective alliance”. Sign a "Peak Season Price Limit Commitment" with honest merchants, implement tiered pricing for accommodation and catering (such as parity for basic services and floating for value-added services), and attract price-sensitive tourists through cross-city transportation subsidies (such as discounts on the Fuzhou-Putian City high-speed rail), weakening the price strengths of surrounding cities.

W3+T3: Build a "regulatory crowdsourcing model". Authorize third-party institutions (such as accounting firms and tourism associations) to participate in peak season price audits, and the government will issue regulatory performance bonuses based on the audit results; develop a "policy sandbox" to pilot a flexible pricing mechanism (such as time-sharing dynamic pricing) to reduce the impact of policy fluctuations on the market.

W3+T4: Activate innovation with regulatory relaxation. Open a "regulatory exemption period" (exempt from routine inspections in the first three years) to merchants who launch differentiated products (such as intangible cultural heritage themed homestays and martial arts private banquets), and promote innovative cases through government endorsement to attract capital to invest in new product development.

W3+T5: Implement "blockchain price traceability". Require merchants in the peak season to access the government supervision chain, list product prices and service commitments in real time, and tourists can trace historical pricing and complaint records by scanning the code; implement a "chain blacklist" for merchants that maliciously raise prices, and restrict them from participating in official tourism activities.

W3+T6: Set up a "peak season supervision special team". Recruit retired civil servants and college teachers to form a temporary inspection team, who will be responsible for peak season price inspections and service quality unannounced inspections after training; jointly set up a "tourism law enforcement crash course" with the judicial department to quickly cultivate professional supervision talents.

W3+T7: Guide product upgrades through price control. Provide peak season rent reductions for merchants selling innovative souvenirs (such as AR Mazu amulets and martial arts-themed smart wearable devices), and strictly investigate low-quality and high-priced products, forcing the market to transform to high value-added products.

W3+T8: Launch a "transparent peak season action". Invite consumer representatives to participate in peak season price hearings and broadcast the entire supervision process live; launch the "Integrity Consumption Index", publicize the ratings of tourist attraction merchants in real time, and initiate the "Discover the Real Putian City" challenge through the short video platform to hedge against negative public opinion with openness and transparency.

W4+T1: Enforce the "Standardized Disaster Response Process". Require tourist attractions to conduct typhoon and red tide simulation drills every month, be equipped with intelligent early warning systems (such as AI real-time monitoring of sea conditions), and pass government surprise inspections and scores. Tourist attractions that fail to meet the standards will be suspended; design "disaster experience tours" in conjunction with international rescue organizations, and tourists can receive safety certification badges after participating in the drills.

W4+T2: Attract diverted customers with safety strengths. Launch the "Safe Travel Insurance Plan", where tourists can get high-value accident insurance when purchasing Putian City tourist attraction tickets, and publish the "Safety Service White Paper" in comparison with surrounding cities, emphasizing Putian City's emergency resource allocation (such as AED coverage and lifeguard density) to shape the "safest destination" label.

W4+T3: Set up a "safety performance-linked subsidy mechanism." The government directly links financial subsidies to the safety scores of tourist attractions. Tourist attractions with high scores can receive additional funds for equipment upgrades. The PPP model is introduced (such as cooperation with insurance companies), where enterprises invest in safety facilities and recover costs through sharing tourists' insurance premiums.

W4+T4: Transform safety supervision into innovative experience. Develop a "safety challenge" where tourists complete emergency tasks (such as simulated fire escape and first aid operations) through AR navigation. Passers can exchange limited edition safety-themed souvenirs, which not only enhances participation but also strengthens safety awareness.

W4+T5: Implement the "safety black box system". Tourist attractions are forced to install regulatory data recorders and upload emergency plan execution records to the government cloud in real time; implement a "safety veto" for illegal businesses, prohibit them from participating in official tourism activities, and strengthen deterrence through live broadcasts of dismantling illegal facilities.

W4+T6: Targeted training of "safety + service" compound talents. Cooperate with the Fire Academy to set up a "Tourism Safety Special Training Camp", where trainees need to master multilingual first aid guidance and disaster relief skills; recruit veterans as tourist attraction safety consultants, and provide high-paying part-time jobs during the peak season.

W4+T7: Develop "safety culture souvenirs". Launch "Southern Shaolin First Aid Kit Blind Box" (including tourniquet, emergency guide and martial arts self-defense teaching video), or Mazu theme smart bracelet (built-in SOS call function), breaking homogeneity through functional design.

W4+T8: Cover negative public opinion with safety reputation. For example, launch the "100 Tourists Safety Witness Plan", invite the media to follow the emergency drill

throughout the process, and publish the "Putian City Safety Travel Diary"; zero tolerance for safety accidents, publicize the results of the handling at the first time, and reward tourists who report safety hazards to create a "transparent and reliable" image.

W5+T1: Transform old facilities into "disaster-resilient multifunctional spaces." Use the typhoon season window to reinforce and upgrade the venue (such as installing windproof brackets and waterproof coatings), and add a "disaster emergency training center" in the venue (such as simulated typhoon escape and red tide protection courses), which not only improves the safety of facilities, but also develops disaster prevention education products to attract off-season traffic.

W5+T2: Break through with "retro + technology" differentiation. Preserve the historical elements of the venue (such as the old arena of the Southern Shaolin Martial Arts Hall), superimpose AR technology to reproduce classic competition scenes; launch a "nostalgic sports carnival" (such as 80s martial arts performances + retro equipment exhibitions), which is in sharp contrast with the modern venues in surrounding cities and attract nostalgic customers.

W5+T3: Promote the "facility renewal crowdfunding model". The government allows companies to raise funds to renovate venues through "sports tourism bonds", and investors can get a share of future tickets; open tax deduction policies for renovation projects of old venues to reduce fiscal burdens.

W5+T4: Transform old venues into "innovation test sites". Open "martial arts e-sports labs" in traditional martial arts halls (such as somatosensory equipment capturing martial arts movements to generate game characters), or design "deformable sports spaces" (modular floors switch between basketball, martial arts, and yoga scenes), and activate content innovation through hardware iteration.

W5+T5: Build industry barriers with facility certification. The government develops "sports venue safety and innovation star standards", awards the title of "innovation demonstration base" to venues that meet the standards, and allows them to take priority in hosting international events, forcing competitors to upgrade their facilities.

W5+T6: Create a "Facility and Talent Symbiosis Plan". Cooperate with universities to set up a "Sports Technology R&D Center" in old venues, where students participate in facility renovation projects (such as intelligent lighting system design), and excellent solutions are directly implemented to cultivate technical talents at the same time.

W5+T7: Develop "venue memory physical products". Process the dismantled old facility parts (such as wooden floors and iron frames) into limited edition cultural and creative products (such as martial arts theme bookmarks and venue history puzzles), bind AR scanning functions to restore facility stories, and enhance collection value.

W5+T8: Reshape the image with facility renovation narratives. Initiate the "Real Kung Fu "New Venu" global live broadcast renovation action to show the

transformation process of the Southern Shaolin Martial Arts Hall from old to intelligent; invite international athletes to participate in the "Facility Validation Challenge" to spread the new label of "Putian City Quality" through real experience.

W6+T1: Set up "disaster period integrity service certification". For example, force merchants to provide transparent service commitments (such as price locking, free rescheduling) during the typhoon season, and screen compliant merchants through government surprise inspections, and grant them the "disaster resistance integrity merchant" logo; implement a double compensation mechanism for fraudulent behavior, and use the high attention during the disaster period to force merchants to improve service quality.

W6+T2: Use integrity reputation to fight against customer loss. Launch the "Putian City Peace of Mind Tour" brand plan, cooperate with high-quality merchants to provide "full refund if dissatisfied" service, and use cross-city advertising comparison publicity (such as "Putian City is not fake, consumption is worry-free") to attract mid-to high-end tourists who are sensitive to services and weaken the price competitiveness of surrounding cities.

W6+T3: Implement a "credit deposit system". Merchants are required to pay credit deposits according to their scale, and the government will dynamically adjust the amount according to the complaint rate. Violators will be deducted to compensate consumers; at the same time, "low-interest loans for honest merchants" will be Set uped to ease the financial pressure of compliant enterprises and reduce the impact of policy fluctuations.

W6+T4: Drive product upgrades with integrity standards. Merchants who develop innovative products (such as intangible cultural heritage martial arts private lessons and smart sports equipment rentals) will be awarded "Innovation Integrity Signs", open government publicity channels to give priority to promotion, and track product reputation through big data to eliminate low-quality imitators.

W6+T5: Build a "blockchain transparent consumption chain". Merchants are forced to access the blockchain platform, record service processes and price changes in real time, and tourists can trace all links by scanning the code; implement "on-chain publicity" for malicious fraud merchants, restrict their participation in official activities and include them in the cross-city blacklist.

W6+T6: Cultivate "integrity service commissioners". Cooperate with universities to set up the major of "Tourism Supervision and Dispute Mediation". Students need to pass the anti-fraud simulation assessment before taking up their posts; recruit retired judges and lawyers to form an "Integrity Advisory Group" to provide compliance training for merchants and assist in handling complaint cases.

W6+T7: Develop "Integrity Traceability Handwritten Souvenirs". Launch the "Intangible Cultural Heritage Master Supervision Series" (such as the Southern Shaolin Weapon Model with a unique digital certificate), and tourists can scan the

code to verify the production process and inheritor information; implement "one store violates the rules, the whole chain is held accountable" for merchants selling counterfeit goods, and force the supply chain to be transparent.

W6+T8: Launch the "True Putian City · True Experience" national witness action. Invite consumers to serve as "Integrity Experience Officers", live broadcast the whole process to randomly check the merchant services, expose fraudulent behaviors and reward integrity cases; jointly publish the "Putian City Tourism Integrity Index Report" with international media, and use data to hedge negative labels.

W7+T1: Develop "disaster-themed differentiated experiences". During the typhoon season, the "Disaster Resistant Cultural Exploration Tour" was launched. Visitors can visit the windproof design of the ancient buildings of Southern Shaolin, participate in simulated typhoon escape training, and experience the Mazu blessing ceremony, transforming natural disasters into unique cultural and educational scenes, forming a sharp difference from the surrounding tourist attractions.

W7+T2: Create a "unique cultural label". Focus on the deep integration of Mazu culture and Southern Shaolin martial arts, launch the "Mazu Escort Martial Arts Challenge" (such as the sea plum blossom pile competition), and launch the "Global Martial Arts Roots Search Plan" through short video platforms to attract international martial arts enthusiasts to visit, forming an irreplaceable attraction.

W7+T3: Promote "light asset differentiation projects". The government encourages tourist attractions to cooperate with enterprises to develop "intangible cultural heritage flash events" (such as street martial arts performances and Mazu religious parades), attract tourists to repeat consumption through low-cost and highly creative content, and reduce financial dependence on heavy asset transformation.

W7+T4: Use homogeneity to force "scenario subversive innovation". Upgrade traditional martial arts performances to "holographic martial arts theater" (tourists interact with virtual knights through AR glasses), or design "metaverse martial arts metaverse" (tourists can fight against historical martial arts masters across time and space), completely breaking the conventional tourist attraction model.

W7+T5: Set up a "differentiated certification system". The government develops the "Cultural Uniqueness Rating Standards for Tourist attractions", awards the title of "Intangible Cultural Heritage Innovation Demonstration Base" to tourist attractions that meet the standards, and allows them to take priority in international activities; imposes "cultural infringement fines" on tourist attractions that plagiarize ideas to protect original content.

W7+T6: Recruit "cultural and creative special forces". Cooperate with art schools to open "Intangible Cultural Heritage Revitalization Work Camps", where students need to design differentiated tourism products (such as Mazu-themed immersive script-killing), and excellent plans are directly put into operation; introduce

international cultural and tourism planners to provide on-site guidance to quickly fill the gap in creative talents.

W7+T7: Launch "experiential souvenirs". Visitors can participate in making "personal martial arts weapons" (name engraving + AR moves teaching), or buy "Mazu blessing blind box" (containing intangible cultural heritage handmade + virtual amulet), and enhance repurchase intention through interactivity and personalization.

W7+T8: Cover negative labels with differentiated content. Launch the "Real Culture · Real Kung Fu" global challenge, invite Internet celebrities to experience the special training of Southern Shaolin martial arts and broadcast the assessment process live; jointly shoot the documentary "Putian City Intangible Cultural Heritage Code" with CCTV, emphasize the cultural uniqueness of the tourist attraction, and reshape the image of "Eastern Martial Arts Holy Land".

W8+T1: Develop "disaster prevention cultural souvenirs". Launch the "Mazu emergency kit" (including windproof headscarf, waterproof map, intangible cultural heritage blessing amulet), combined with typhoon season popular science propaganda; design the "red tide theme marine specimen gift box" (with disaster protection manual), transform natural disasters into educational souvenirs, and enhance practicality and uniqueness.

W8+T2: Use "unique IP souvenirs" to fight against the loss of customers. Launch "Southern Shaolin Kung Fu Blind Box" (including limited edition weapon models + martial arts moves AR teaching cards), or Mazu-themed "Sea Peace Amulet Sports Bracelet" (built-in positioning function), attract tourists to buy through scarcity, and weaken the homogeneous competition of surrounding cities.

W8+T3: Promote the "Small and Micro Cultural and Creative Support Program". The government provides low-interest loans to encourage family workshops to develop intangible cultural heritage souvenirs (such as martial arts wood carvings and Mazu embroidery), and jointly open a "Putian City Craftsmanship Zone" with e-commerce platforms, using policy dividends to reduce innovation costs and quickly enrich product lines.

W8+T4: Use "technology + intangible cultural heritage" to reconstruct the form of souvenirs. Launch "AR martial arts secrets" (scan the code to watch 3D martial arts demonstrations), or "smart Mazu incense burner" (smoke projection blessing animation), break the traditional souvenir model through technology integration, and attract young consumer groups.

W8+T5: Set up an "intangible cultural heritage certification and anti-counterfeiting system". Embed blockchain traceability codes for souvenirs, and tourists can scan the code to verify the production process and inheritor information; implement the "intangible cultural heritage infringement blacklist" for merchants who plagiarize designs to protect originality and curb low-quality competition.

W8+T6: Launch the "Craftsman Revival Plan". Cooperate with universities to open "Intangible Cultural Heritage Souvenir Design Training Class", and students' works are directly connected to tourist attraction sales; recruit overseas designers to create "Chinese and Western fusion" products (such as Southern Shaolin pattern skateboards) on site to fill the gap in creative talents.

W8+T7: Create "dynamic participatory souvenirs". Visitors can participate in the production of "martial arts weapon micro-carving" (laser engraving + AR move binding) or design "Mazu blessing electronic postcards" (scan the code to upload wishes to the virtual Mazu Temple), and enhance uniqueness and emotional added value through interactive experience.

W8+T8: Reshape the city's trust with "genuine cultural souvenirs". Launch the "Intangible Cultural Heritage Integrity Certificate Program", with each souvenir accompanied by a video signed by the inheritor; launch the "Ten Thousand Intangible Cultural Heritage Souvenir Exhibition", invite international media to broadcast the production process, cover the "fake shoes" label with real craftsmanship, and create a new image of "craftsmanship Putian City".

W9+T1: Set up a "cross-regional disaster emergency cooperation network". Jointly develop a unified disaster response plan with cities such as Fuzhou and Xiamen, share meteorological data and rescue resources; coordinate Putian City's sports activities to be transferred to Fuzhou indoor venues or Xiamen's maritime safety zone during the high-incidence period of typhoons, and use regional resource complementarity to reduce the risk of activity interruption.

W9+T2: Create a "joint brand of sports tourism in central Fujian". Launch the "Fujian Central Mountain and Sea Sports Passport", where tourists can collect stamps and exchange them for regional co-branded souvenirs after participating in martial arts events in Putian City, mountaineering in Fuzhou, and sailing in Xiamen; disperse the source of customers through bundled marketing, form the attraction of "one trip, multiple cities", and weaken the competitive pressure of a single city.

W9+T3: Promote the "regional cost sharing mechanism". The three governments jointly set up the "Fujian Central Sports Tourism Development Fund" to share the cost of facility upgrades according to the proportion of activity income; jointly apply for national cultural tourism project subsidies to reduce the fiscal impact of policy fluctuations on a single city.

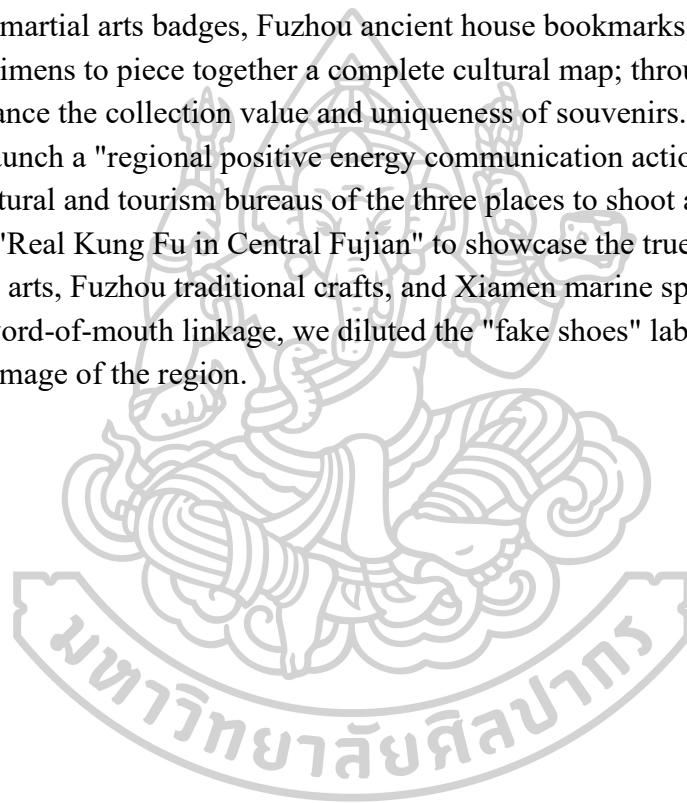
W9 + T4: Incubate "themed series activities" through regional linkage. Design the "Intangible Cultural Heritage Martial Arts Marathon", the track runs through Putian City Nan Shaolin, Fuzhou Sanfang Qixiang, and Xiamen Gulangyu, and the contestants experience different intangible cultural heritage along the way; break the homogeneity of activities through cross-city cooperation and stimulate innovation vitality.

W9+T5: Set up a "cross-regional integrity alliance". The three places jointly developed the "Minzhong Sports Tourism Service Standards", implemented unified scoring and blacklist sharing for merchants; implemented regional joint punishment for violations (such as false propaganda) to curb vicious competition.

W9+T6: Implement the "Regional Talent Sharing Plan". Build a "Minzhong Sports Tourism Talent Pool", and guides from Fuzhou and Xiamen can cross the city to support Putian City activities during the peak season; jointly offer "Cross-city Operation Management" courses with universities to cultivate compound talents familiar with multi-regional resources.

W9+T7: Develop "Minzhong Cultural Jigsaw Souvenirs". Tourists need to collect Putian City martial arts badges, Fuzhou ancient house bookmarks, and Xiamen marine specimens to piece together a complete cultural map; through regional linkage design, enhance the collection value and uniqueness of souvenirs.

W9+T8: Launch a "regional positive energy communication action". We collaborated with the cultural and tourism bureaus of the three places to shoot a series of short films titled "Real Kung Fu in Central Fujian" to showcase the true charm of Putian City martial arts, Fuzhou traditional crafts, and Xiamen marine sports; through cross-city word-of-mouth linkage, we diluted the "fake shoes" label and strengthened the overall image of the region.



VITA

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