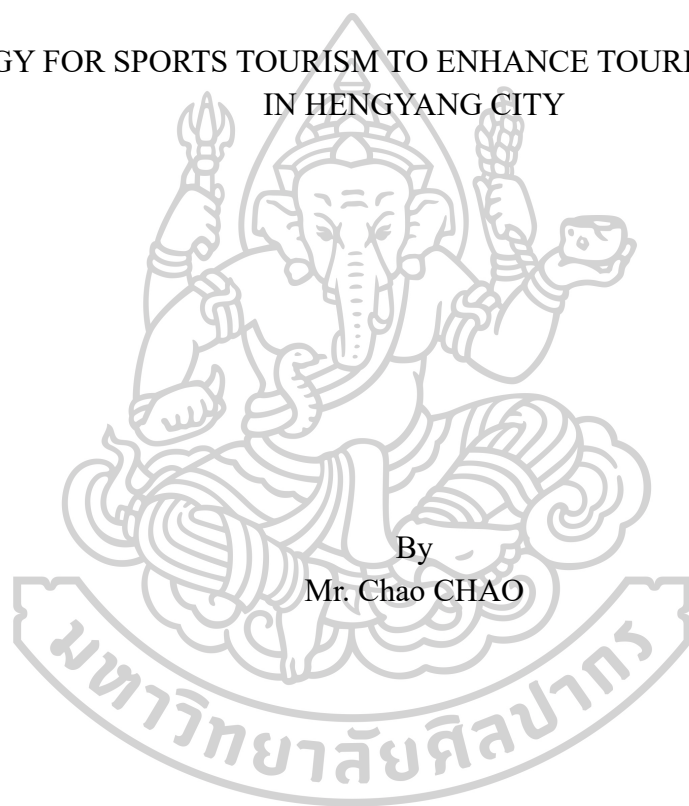




STRATEGY FOR SPORTS TOURISM TO ENHANCE TOURIST ATTRACTIONS
IN HENGYANG CITY



By
Mr. Chao CHAO

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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Strategy for Sports Tourism to Enhance Tourist Attractions in HengYang City



วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต
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Title	Strategy for Sports Tourism to Enhance Tourist Attractions in HengYang City
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Field of Study	RECREATION TOURISM AND SPORT MANAGEMENT
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Mr. Chao CHAO : Strategy for Sports Tourism to Enhance Tourist Attractions in HengYang City Thesis advisor : Vichit Imarom, Ph.D.

The research purposes of this study are (1) To examine Hengyang's sports tourism current status; (2) To develop sports tourism strategies for enhancing the city's tourist appeal; (3) To verify the feasibility of these strategies. This study adopted R&D methods, collecting data through documentary analysis, questionnaires and interviews, with questionnaires and interview forms as core tools. The author surveyed 384 tourists for quantitative data, interviewed 15 key informants for qualitative data, then conducted descriptive statistics on quantitative data, content analysis on qualitative data, SWOT analysis for data integration, TOWS matrix for strategy formulation, and connoisseurship with 9 experts for strategy validation.

The results indicate that HengYang's sports tourism development presents 8 strengths, 8 weaknesses, 7 opportunities, and 8 threats. Key advantages include abundant natural and cultural resources, policy support, and a solid foundation of sports and tourism facilities, while major constraints involve product homogeneity, limited brand influence, and shortages of professional talent. Based on the SWOT-TOWS analysis, 4 SO, 4 ST, 4 WO, and 3 WT strategies were finalized, focusing on resource integration, product innovation, ecological protection, service optimization, and talent cultivation. Expert evaluation confirms that these strategies are feasible and well aligned with Hengyang's development conditions, providing practical guidance for the sustainable and high-quality development of sports tourism in the HengYang city.

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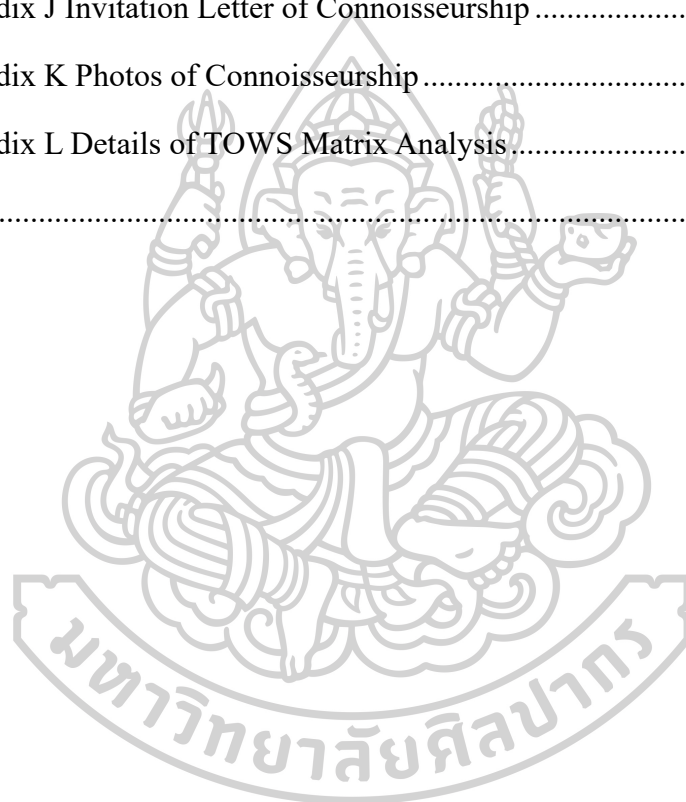
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Chapter1

Introduction

1.1 Background to the Study

In my country, sports tourism, as an emerging form of tourism, has gradually received high attention from the society and government. China's rich natural landscape and profound cultural heritage provide good conditions for the development of sports tourism. In recent years, the country has introduced a series of policies to encourage and support the development of sports tourism. For example, policy documents such as the "National Fitness Plan 2021-2025" and the "Thirteenth Five-Year Plan for the Development of the Sports Industry" all emphasize the importance of sports tourism. With the promotion of policies and the growth of market demand, China's sports tourism market is showing a booming trend (General Administration Sport China, 2016; State Council Chinese, 2021).

In 2021, the Department of Culture and Tourism of Hunan Province released the "14th Five Year Plan for the Development of Tourism Industry in Hunan Province", which requires significant progress to be made in the construction of comprehensive tourism bases, integrated development to move towards a new level, rapid release of consumption potential, continuous enhancement of core competitiveness of the industry, and efforts to build Hunan into a national demonstration zone for integrated development of culture and tourism and a famous tourist destination at abroad and domestic. In 2023, the Hunan Provincial Sports Bureau released the "Development Plan for Outdoor Sports Industry in Hunan Province (2023-2025)", which requires stimulating the vitality of the outdoor sports market, unleashing the potential of outdoor sports consumption, better meeting the outdoor sports needs of the people, and contributing to the development of sports and people's health in Hunan Province (Hunan Provincial Department Culture Tourism, 2021; Hunan Provincial Sports Bureau, 2023).

In recent years, the HengYang People's Government has actively promoted the development of the tourism industry and introduced a series of policy measures. According to the "14th Five Year Plan for the Development of Culture, Tourism (Luo Zhouxin, 2025), Radio, Television, Sports (2021-2025)," the city aims to rely on its rich natural and cultural resources to develop diversified tourism products, improve the quality of tourism services, and build a tourist destination with international influence. The hosting of the Third Hunan Province Tourism Development Conference in HengYang further accelerated this process. To improve the city's visibility and attractiveness, the government has vigorously promoted the "tourism with sports" model, encouraging and supporting various sports events and activities. However, despite its abundant natural and cultural resources, HengYang's sports tourism remains in the preliminary stage. At present, most sports tourism activities are concentrated in outdoor sports such as mountaineering and hiking on Mount Hengshan, while other forms of sports tourism are relatively limited. Moreover, the market promotion of sports tourism is insufficient, products are relatively homogeneous, service systems are incomplete, and the number of sports events is small, which unable meet the diverse needs of tourists. Therefore, it is of great practical significance to explore how to promote the development of HengYang's tourist attractions through sports tourism and to enhance tourists' overall travel experience (HengYang People's Government, 2021).

Sports tourism can not only enrich the tourism product system and enhance destination attractiveness by expanding diversified experience projects, but also effectively extend tourists' stay time, thereby improving the overall tourism consumption level and promoting tourism revenue growth.. At the same time, sports tourism can promote the development of the local economy, increase employment opportunities, and promote the construction and improvement of urban infrastructure. Besides, sports tourism also helps to enhance the visibility and reputation of the city, and enhances the comprehensive competitiveness of the city. Therefore, through the study of sports tourism on the development of HengYang City, tourist attractions can provide a strong theoretical basis and practical guidance for the development of the tourism industry in HengYang City (Luo Zhouxin, 2025).

1.2 Purpose of the study and research question

1.2.1 Purpose of the study

- (1) To study the current situation of sport tourism in HengYang City.
- (2) To develop the strategies for sports tourism to enhance tourist attractions in HengYang City.
- (3) To validate the feasibility of strategies for sports tourism to enhance tourist attractions in HengYang City.

1.2.2 Research Questions

- (1) What is the current situation of sports tourism in HengYang City?
- (2) What are the challenges and main problems in the development current situation of sports tourism in HengYang City?
- (3) How to validate the feasibility of the Strategy for Sports Tourism to Enhance Tourist Attractions in HengYang City?

1.3 Scope of the study

1.3.1 Research Area

This research content covers the natural and human tourism resources of HengYang survey, tourist attractions and sports facilities, participation in the sports tourism tourist groups and their needs, the type and content of sports tourism activities design, HengYang sports tourism development policy and market environment assessment, as well as the impact of sports tourism on the economic and social development of HengYang city. Through a comprehensive and systematic discussion of these aspects, this study aims to put forward practical strategies and measures, in order to enhance the tourism experience of tourists, promote the development of HengYang tourist attractions, for the HengYang tourism industry development to provide theoretical basis and practical guidance.

1.3.2 Population of the study

The population of this study is mainly tourists from various scenic spots in HengYang City. HengYang city received a total of 1,480,000 tourists in 2023. HengYang City has a permanent population of 6,497,000, of which the main urban area has a population of 1,600,000 (HengYang People's Government, 2024). In

addition, the study subjects included community residents as well as people engaged in tourism-related work, such as tourism bureau staff and other tourism-related staff.

1.3.3 Sample of the study

The visitor sample will cover groups of different ages, gender, occupation, and income levels, ensuring diversity and representativeness. For the sample survey, 384 people were selected by simple random sampling (Krejcie & Morgan, 1970). According to the interview sample, 15 Key Information provider were selected by purpose selection, including 3 staff members of the tourism bureau, 7 other tourism-related personnel, and 5 community residents.

1.4 Definition of key terms

1.4.1 Sports tourism

Sports tourism refers to a form of tourism where tourists primarily participate in or watch sports activities. In this study, sports tourism will focus on sports (1) sports tourism policies; (2) Sports tourism resources; (3) Sports tourism facilities; (4) Sports tourism products; (5) Sports tourism management; (6) Economic impact (7) geographical location; (8) Ecological environment is studied in 8 dimensions. Sports tourism combines the dual attributes of sports and tourism, emphasizing not only sports experiences and activities, but also the sightseeing and leisure characteristics of tourism.

1.4.2 Tourist Attractions

Tourist attractions refer to places with sightseeing, leisure, entertainment and other functions that attract tourists to visit, tour and experience. In this study, tourist attractions include natural landscapes (such as Yumu Mountain, Xiangjiang River, etc.) and cultural landscapes (such as Dongzhou Island, HengYang Anti-Japanese War Memorial City, etc.) in HengYang City. These attractions not only have ornamental value, but can also serve as venues for sports tourism activities, providing tourists with diverse tourism experiences.

1.4.3 Strategy

Strategy generally refers to a series of action processes, methods, and plans developed to achieve specific goals. It is a purposeful, organized, and systematic planning aimed at guiding people to make wise decisions and take effective actions in

complex situations. In this study, the strategy will focus on (1) policy support; (2) Cross industry coordinated development; (3) Product development and innovation; (4) Technological innovation and application; (5) Sustainable development; (6) Infrastructure and services; (7) Talent development; Study these 7 dimensions. Strategy typically requires consideration of various factors such as internal resources, external environment, competitors, risks, and opportunities to achieve optimal results. In different fields, strategies have different focuses and manifestations.

1.4.4 HengYang City

HengYang City, a prefecture-level city in Hunan Province, is a key regional city and a Type II large city in China. Located in south-central Hunan, it serves as the political, economic, military, and cultural hub of southern Hunan. As part of the Yangtze River Midstream Urban Agglomeration, it is a vital transportation center and an important industrial city in central-southern China. HengYang is also recognized as a national pilot city for service industry reform, an ecological civilization demonstration zone, and holds titles such as National Health City, National Garden City, and "Chinese Anti-Japanese War Memorial City." The study focuses solely on its urban area (HengYang People ' s Goverment, 2024).

1.5 Research Benefits

This study aims to explore the promoting effect of sports tourism on the development of tourist attractions in Hengyang City, and to propose relevant strategies and measures to enhance tourists' tourism experience and promote local economic development. Specific research benefits are as follows:

(1) Enhance the tourism attractiveness of HengYang City

Through an in-depth analysis of HengYang City's natural and human resources, tourist attractions, and sports facilities, this study will propose strategies to optimize these resources to enhance HengYang City's attractiveness as a tourist destination. Specific measures may include developing new sports tourism projects, improving existing facilities, and improving service quality.

(2) Promote local economic development

The development of sports tourism will drive the prosperity of related industries in HengYang City, including the comprehensive development of catering,

accommodation, transportation, retail and other service industries. At the same time, the development of sports tourism activities can increase employment opportunities for local residents and improve their income levels. For example, as the number of tourists increases, the business of hotels and restaurants will be more prosperous, and the sales of local specialties and souvenirs will also increase significantly, thereby driving the overall development of the local economy and improving the economic vitality of HengYang City.

(3) Provide policy and practical guidance

The results of the research will provide a scientific basis and practical guidance for HengYang Municipal Government and relevant departments to formulate sports tourism development policies. The strategies and measures proposed in the study can be used as an important reference for government departments to plan and implement sports tourism projects, helping the government to promote the development of the sports tourism industry more effectively. For example, through policy support, local enterprises are encouraged and supported to develop sports tourism products, optimize tourism infrastructure construction, and improve service quality, thereby promoting the healthy and sustainable development of sports tourism in HengYang City.

(4) Enhance cultural communication in HengYang City

Sports tourism is not only a combination of sports and tourism, but also a platform for cultural exchange and dissemination. Through sports tourism activities, HengYang City's history, culture, folk customs, etc. will be more widely disseminated and promoted, enhancing HengYang City's visibility and reputation. For example, HengYang's unique cultural elements should be integrated into sports events to showcase local traditional skills and folk activities, allowing tourists to deeply understand and experience HengYang's rich cultural connotation while participating in sports tourism, and promote the development of the cultural industry.

Chapter 2

Literature review

This study investigates the strategy for sports tourism to enhance tourist attractions in HengYang City. The study systematically analyzes domestic and foreign sports tourism-related theories, strategy-related theories, tourist attraction theories, SWOT analysis, TOWS matrix, and previous research. The characteristics of this study were described through literature analysis, and the current theoretical support for this research was analyzed. This study mainly covers the following aspects:

- 2.1 Theories of sports tourism
- 2.2 Theories of strategy
- 2.3 Theories of tourist attraction
- 2.4 Theories of SWOT Analysis and TOWS Matrix
- 2.5 Policy Document
- 2.6 Context of HengYang city
- 2.7 Previous Study
- 2.8 Research theoretical framework

2.1 Theories of sports tourism

2.1.1 The concept of sports tourism based on the tourism attribute

Sports tourism is a social and cultural educational activity in which people use their leisure time to temporarily leave their residence, on the premise of non-profit, realize the harmonious development of body and mind through various sports means, enrich social and cultural life, and ultimately promote the construction of spiritual civilization. Most scholars who hold this view believe that the essence of sports tourism is a kind of tourism activity, in which sports only assume a specific responsibility, that is, to enrich the tourism experience by participating in sports activities. From the subject attribute, sports tourism should belong to the tourism school, which is defined as a tourism activity in which tourists acquire and perceive the tourism and sports experience through the tourism and sports resources in the

tourism destination. This form of integrating tourism and sports activities not only improves the spiritual civilization of individuals and society through physical and mental development and cultural experience but also promotes a variety of relationships between tourism destinations and sports tourism enterprises and society. This comprehensive form of activities can not only meet the needs of individuals for health and entertainment, but also promote the economic development and social progress of the tourist areas, and achieve a multi-win-win situation (Jiang Fugao, 2005; Xiangmin, 2020).

2.1.2 Concept of sports tourism starting from sports attributes

Sports tourism is a form of leisure that integrates sports activities and tourism experience. It is a way or expression form for people to participate in sports activities. It not only reflects the characteristics of the remote fitness exercise, but also is the concrete implementation of the national fitness plan. Some scholars think that the essence of sports tourism lies in sports activities, and tourism is a form of this activity, aiming to attract participants through a rich sports experience. The study of the literature related to sports tourism from 1993 to 2014 shows that "sports-driven tourism" is the most frequently mentioned keyword, which indicates that sports occupy a central position in the development of sports tourism. Sports activities not only promote people's physical health and leisure and entertainment, but also promote the economic development and social progress of tourist destinations. To sum up, sports tourism, as an activity form integrating sports and tourism, has significant social and economic value (Song Jie, 2010; Van Rheenen et al., 2017).

2.1.3 The concept of sports tourism starting from other perspectives

Sports tourism refers to the independent tourism behavior caused by people being attracted by special sports and leisure facilities and natural scenery in their leisure time. This concept was first clearly defined in the existing literature. Sports tourism includes not only participating in sports activities but also involves experiencing various leisure facilities and natural landscapes related to sports in the tourist destination. Tourism motivation guides people to explore the goal of meeting the needs of tourism, to relieve the physical and psychological tension through the purchase and consumption of tourism, and to achieve the purpose of relaxing the body and mind. Specifically, different types of sports tourism motives, such as leisure

sports tourism, fitness sports tourism, sports watching tourism, stimulating sports tourism and competitive sports tourism, meet people's tourism needs from many aspects. Leisure sports tourism allows people to relax in natural environments through relaxed and enjoyable sports activities such as hiking and fishing. Fitness and sports tourism focuses on promoting health and fitness, helping and keeping visitors healthy through facilities such as yoga camps, gyms and health centers. Sports Watch tourism attracts sports fans to watch major sports events, providing a unique watching experience and passion. Stimulating sports tourism includes extreme sports and adventure activities such as rock climbing, skydiving, and rafting, which meet the psychological needs of tourists in pursuit of stimulation and challenge. Competitive sports tourism focuses on participating in or watching professional sports competitions and experiencing the shock and excitement brought by high-level competitive sports. Through these diversified forms of sports tourism, sports tourism not only enriches people's leisure life, but also promotes their physical and mental health and alleviates the pressure in work and life. At the same time, sports tourism also drives the economic development of tourist destinations and enhances the local tourism attraction and international visibility (Ruskin, 1987; Wang degen, 2002).

2.1.4 Sports tourism development

Sport tourism is an important engine to drive regional economic growth. The Henan Hubei and Anhui region is rich in resources, but regional coordinated development has been unable to break through since 2005, facing the problems of insufficient policies, lack of platforms, backward infrastructure, scattered resources, product homogeneity and market competition. Domestic and foreign experience provides references for EH. The Chongqing and Sichuan region has successfully launched the “Chongqing and Sichuan Sport Tourism High-quality Line” through policy guidance and integration; the Alps region in Europe has created the world-famous sport tourism destination through transnational cooperation. The EHWH region should promote the high-quality development of sport tourism through synergy, platform building, infrastructure co-construction, resource integration, product innovation and market synergy. Future research needs to further explore the implementation mechanism and effect of coordinated development (Xueli, 2022).

With the rapid development of China's economy, sports tourism, as a new trend

of economic development, has gradually attracted widespread attention. The Yellow River Basin, with its diverse topography, climate, natural resources and profound cultural and historical heritage, provides a solid foundation for the development of high-quality tourism projects. Studies have shown that there are significant differences in the distribution of high-quality sports tourism projects in the Yellow River Basin, with Qinghai, Gansu, Henan, Shanxi, Shandong, and other provinces having a high absolute abundance, while the upstream region has a more prominent relative abundance. In terms of spatial distribution, it shows the characteristics of "large dispersion and small agglomeration", which is affected by combination of natural conditions, human resources and transportation location. National policies such as the "National Fitness Program (2021-2025)" have provided important support for the development of high-quality sports tourism projects. However, the development of high-quality sports tourism projects in the Yellow River Basin still faces problems such as uneven distribution of resources and a lack of brand characteristics. Based on this, in the future, we should promote the high-quality of sports tourism in the Yellow River Basin through strategies such as scientific planning of spatial layout, highlighting brand characteristics, strengthening the construction of smart transportation and policy support (Lu, 2022).

With the diversification of tourism demands, traditional sightseeing tours have become insufficient to meet tourists' needs. Sports tourism, characterized by high participation and recreational entertainment, has gradually become mainstream. As a historical and cultural city, Xi'an boasts abundant sports tourism resources, including land-based, water-based, folk, and event performance resources. It enjoys significant geographical and transportation advantages and has great development potential. Research indicates that the sports tourism market in Xi'an has taken shape, with a participation rate of 56.9%. Education level is positively correlated with participation level. Mountain climbing is the most popular activity, and participants mainly engage for leisure and entertainment. However, the development of sports tourism in Xi'an still faces issues such as low professional quality and insufficient training of practitioners. Only 4.1% of the practitioners have a master's degree or higher, and 57% of them receive less than three trainings per year. Analysis of influencing factors shows that consumer demand, government policies, conditions in tourist areas, safety,

industry maturity, and social investment all have significant impacts on the development of sports tourism. In the future, Xi'an should promote high-quality development of sports tourism through strategies such as rational resource development, leveraging major events to drive growth, promoting distinctive ethnic sports projects, enhancing public demand, strengthening talent cultivation, and guiding industrial investment (Yulei, 2017).

The new development concept of innovation, coordination, green, openness, and sharing proposed by the 18th CPC Central Committee at the Fifth Plenary Session has provided strategic guidance for the high-quality development of sports tourism. With its superior geographical location, abundant natural resources, profound historical heritage, and perfect policy support, Yibin has laid a solid foundation for the development of sports tourism. However, at present, Yibin's sports tourism is still facing problems such as a lack of professional talents, insufficient resource development depth, limited brand influence, and insufficient ecological environment protection. The new development philosophy provides five development ideas for the development of sports tourism in Yibin: to drive transformation and upgrading through, to promote resource integration through coordination, to help sustainable development through green, to expand market space through openness, and to achieve inclusive development through sharing. The specific paths include: improving top-level design, creating characteristic brands, perfecting talent training, innovating the "Internet +Sports Tourism model, strengthening the protection of the ecological environment, and improving tourists' experience." In the future, Yibin should the high-quality and high-efficiency development of sports tourism under the guidance of the new development philosophy (Lei, 2023).

The part of literature mainly cites the concept, attributes, current status of sports tourism, covering a multidimensional perspective from tourism attributes, sports attributes, to comprehensive experiences. The research content includes the definition, classification, motivation, and participation methods of sports tourism, as well as domestic and international sports tourism development practices and policy support. The research dimensions mainly focus on three aspects: activity attributes (combination of sports and tourism), tourist demand and experience, and industrial development and policy environment, emphasizing the social value, economic value,

and promotion of destination development of sports tourism. The connection with this study is that these studies provide a theoretical basis for the development of sports tourism scenic spots in HengYang City, demonstrating that enriching sports activities, optimizing tourist experience, and policy coordination can enhance the attractiveness and tourist experience of scenic spots, thereby supporting the strategic design of the integration of sports tourism and local tourism development.

2.2 Theories of strategy

2.2.1 Theory of industrial integration

The theory of industrial integration refers to the process in which the boundary between different industries is gradually blurred and finally integrated, thus creating new industrial forms and business models. The theory emphasizes that, through technological progress, changes in market demand and enterprise strategic innovation, different industries can achieve resource integration and complementary advantages, produce synergistic effects, and promote economic development and industrial upgrading. With the continuous development of the tourism industry, the content and forms of new forms of cultural tourism are constantly expanding, and the theory of industrial integration has been widely used in the research of cultural and tourism integration (Feifei, 2023).

Industrial integration is characterized by deep integration from the perspective of mergers and alliances between different industries, mutual integration of technology network platforms, and dynamic market development. It is also characterized by the continuous shrinking or disappearance of industrial boundaries based on industrial growth goals. The deepening pace of integration among various industries has promoted the continuous development of industrial integration theory. Industrial integration theory covers many theoretical contents, such as industrial integration classification, approaches, identification, measurement, and effects, and has gradually developed into a huge theoretical system. With the continuous progress of the times, the integration trend between different industries has become increasingly obvious. The industrial characteristics contained in the sports industry itself make it an extremely inclusive and important pole in the process of integrated development. As a comprehensive industry, the tourism industry is a powerful driving force for the

development of other industries. The industrial characteristics of sports industry and tourism industry are becoming increasingly prominent, and they are continuously moving towards deep integration in the development process. The two major industries align their goals through resource synergy, benefit linkage, and goal alignment. Based on this, the study believes that the integration of the sports and the tourism industry is a new business form formed by the two major industries of sports and tourism through the mutual penetration, integration and crossover of different elements and contents, and from separation to collaboration. With the continuous development of the integration process, the boundaries between the two major industries are gradually being broken down, actively playing a role in the integrated development process of the sports and tourism industries (Huidi & Yongting, 2024).

In the context of the new era, people's demand for high-quality tourism is growing. The integration of traditional ethnic sports and tourism has become an emerging trend, attracting the attention of tourists and scholars. Qiannan County has abundant sports tourism resources, and studying the integration of its traditional ethnic sports and tourism industry is of great value. This paper elaborates on the research background, significance, methods, and theoretical basis, and analyzes the current situation and mechanism of the integration of traditional ethnic sports and tourism industry in Qiannan County, introduces natural geography, economic conditions and four case points, and explores the foundation, motivation, path and model of integrated development. In the core research, the author uses SWOT analysis and case analysis to analyze four cases: Longli Oil Painting Prairie, Fuquan Shuanggu Village, Huishui Jiulong Village, and Duyun Geduo Miao Village, constructs a SWOT matrix, and proposes four development strategies: SO, WO, ST, and WT. The fourth part combines the research results, proposes corresponding development strategies for the integration of development issues in Qiannan Prefecture, and summarizes the research conclusions. Based on the theory of industrial integration, ethnic regional development theory, and tourism experience theory, this study uses field investigation, literature research, SWOT analysis, and case analysis to analyze the integration of ethnic traditional sports and the tourism industry in Qiannan Prefecture, and proposes feasible development strategies to provide theoretical guidance for related practices (Wangyue, 2023).

In recent years, my country's Both sports and tourism industries in China are showing a thriving development trend, and the integration of the two has given rise to the sports tourism industry, which is becoming an important emerging growth point to promote the leapfrog upgrading and coordinated development of the two industries. This study focuses on the integration and development of sports and tourism industries in Sichuan Province. According to the industrial association theory, the multiple regression, model factor analysis, and the coupled coordination models, the integration level and influencing factors of two industries were analyzed. Research has found that from 2010 to 2019, the degree of integration between the sports industry and tourism industry in Sichuan Province gradually increased industries. After experiencing the embryonic stage, exploration stage, and stable stage, the development level of the sports industry surpassed that of the tourism industry in 2018. The main factors affecting integration include market demand, policy support, and corporate competition and cooperation, among which the impact of market demand is the most significant. The study adopts a combination of quantitative and qualitative methods to conduct an empirical analysis of the current status, level, and key driving factors of industrial integration, and puts forward suggestions for optimizing the integrated development from the aspects of market, policy, and talents, providing theoretical support and practical reference for the in-depth development of the sports tourism industry in Sichuan Province (Yuefeng, 2022).

2.2.2 Theory of experience economics

The theory of experience economy proposes that the innovative industry, as one of the output forms of the emerging economy, is leading the emergence of the experience economy. Enterprises change their service mode, provide diversified services with consumers as the center, and attract consumers to consume. In the process of their consumption, enterprises strive to create unforgettable scenes for consumers, create means of secondary consumption, and provide products that can be stylish, physical, or intangible services. Compared with exchangeability, tangible goods, and intangible services, the particularity of experience can be recalled (Pine & Gilmore, 1998).

Changhai County, Dalian City, is rich in island tourism resources and has a growing demand for sports tourism. Tourists' needs have shifted from traditional

viewing tourism to experiential sports tourism products, and global tourism has provided a new direction for its development. Based on the global tourism theory, experience economy theory, and industry integration theory, this paper uses a variety of research methods to investigate tourist needs and evaluates the advantages, disadvantages, opportunities, and challenges of sports tourism products in Changhai County through SWOT analysis. The study found that tourists differ in tourism motivation, experience perception, and ethical cognition, and facilities and accessibility still need to be improved. In addition, Changhai County has advantages such as resource uniqueness and policy support, but faces problems such as differentiation between off-season and peak season, lack of product characteristics, and competitive pressure. To this end, a "full time + full space + full process" development strategy is proposed, including creating all-season sports tourism products, building island boutique routes, integrating resources, and improving characteristic blocks and supporting facilities to promote the high-quality development of sports tourism in Changhai County (Yahan, 2020).

As an important form of the sports industry, sports tourism has attracted more and more attention in the era of experience economy. Traditional sightseeing tours can no longer meet the needs of tourists. They prefer to interact with nature through outdoor sports and gain personalized experiences. Lakes have become ideal sports tourism destinations with their excellent ecological environment and multifunctionality, but market competition has intensified, and homogeneity problems have become prominent, making it difficult to meet the emotional and personalized needs of tourists. Based on the theory of experience economy, this paper constructs the RME (resource, market, experience design) development model of lake sports tourism. Among them, resources (R) cover natural, cultural, and sports and recreational resources; market (M) emphasizes market research and potential demand mining; experience design (E) revolves around experience theme extraction, product creation, and atmosphere creation. Through the ASEB grid analysis method to optimize sports tourism products, combine the six elements of "business, health, learning, leisure, emotion, and wonder", enrich the lake sports tourism system, and integrate sports elements into the "food, accommodation, transportation, travel, shopping, and entertainment" links. Finally, taking Fuxian Lake in Yunnan as an

example, a targeted development strategy is proposed, emphasizing sustainable development, and providing a reference for the construction of lake sports tourism destinations (Yanni, 2017).

The hosting of the 2022 Beijing Winter Olympics was very successful, effectively stimulating the enthusiasm of the public to participate in ice and snow sports nationwide, promoting the rapid development of ice and snow tourism, ice and snow equipment, and related industries. The "ice and snow fever" is continuously transforming into a long-term driving force to promote regional economic transformation and upgrading and the formation of a healthy lifestyle for the whole population. Fusong County, Jilin Province, relying on the geographical advantages, rich resources, and folk culture of Changbai Mountain, has become a key development area for rural ice and snow tourism and has made it a pillar industry. However, rapid development has also brought about problems such as ecological destruction, chaotic market order, and weak development of folk culture, which have affected its core competitiveness and sustainable development. This paper explores the development status and difficulties of ice and snow tourism in Fusong County through literature research, field investigation, and comparative analysis, and proposes optimization strategies based on the theories of sustainable development, experience economy, and industrial integration. In terms of ecological construction, it emphasizes environmental protection and promotes sustainable development; in terms of economy, it promotes scientific planning, talent training, standardization construction, and industrial chain extension; in terms of social coordination, it improves infrastructure, improves tourist satisfaction, and strengthens publicity and education. (Yuan, 2022).

2.2.3 Theory of sustainable development

To ensure the sustainable development of the world, people must rely on nature, adapt to nature, and find the symbiotic relationship between human beings to nature, said the "World Conservation Strategy" (1980). In recent years, our country attaches great importance to the coexistence of man and nature, discuss and formulate the tourism sustainable development draft, the draft: tourism sustainable development is to meet the consumer demand, the pursuit of natural resources protection, in the maintenance of human culture and resource continuity at the same time, also need to

ensure the development of other species and the diversity of natural environment. This is the embodiment and application of the concept of sustainable development in tourism. It centers on the mutual relationship between man and nature and between man, so as to realize the mutual relationship between man and nature and the mutual development of mutual promotion. The areas involved include society, culture, economy, and so on. Sustainable development takes development as the center and the three main principles of equality, persistence, and universality. After long-term development, the concept of sustainable development has been widely applied in many aspects, especially in sports tourism (World Wildlife Fund, 1980).

In 1987, the World Commission on Environment and Development released an important report entitled "Our Common Future", which systematically elaborated on The core concept of sustainable development lies in balancing contemporary development with future well-being, which can be defined as "ensuring the ability of future generations to meet their own needs while meeting the needs of the present. This concept emphasizes intergenerational equity and resource sustainability, requiring that economic and social development should be based on the ecological environment and the sustainable use of resources. The report further emphasizes the need for coordinated development between environmental protection, economic growth, and social equity, and believes that sustainable development should be a core goal of global governance. Literature research shows that the report provides a theoretical basis for global environmental policies and development strategies and directly promotes the convening of the United Nations Conference on Environment and Development in 1992. In addition, the study also pointed out that the impact of the report is not limited to the environmental field, And it also relates to the economy, society, equity, and global governance, which has promoted the sustainable development shift of governments in policy making. In recent years, scholars have further explored the impact of the report on current ecological economics, resource management , climate change, and believe that its core concept is still applicable to the sustainable development challenges of modern society (WCED, 1987).

The theory of industrial integration suggests that the boundaries between different industries gradually blur, ultimately leading to integration and the creation of new industrial forms and business models. This process, driven by technological

advancements, changes in market demand, and strategic innovation by enterprises, enables resource integration, complementary advantages, and synergies that promote economic development and industrial upgrading. This theory has been widely applied in research on the integration of culture and tourism. The theory of the experience economy proposes that businesses innovate their service models by focusing on consumers, creating unforgettable experiences and offering a diverse range of tangible and intangible services. It emphasizes the uniqueness of the experience, in contrast to traditional goods and services, and focuses on the emotional impact and memories of consumers. The theory of sustainable development is guided by the core of building a harmonious symbiotic relationship between humans and nature, advocating for the protection of cultural heritage and natural resources while ensuring sustainability of ecological diversity and species. This concept is widely applied in tourism, especially in sports tourism, promoting social, economic, and environmental sustainability (Yan Jing & Yuzhu, 2024).

In recent years, ice and snow sports have gradually attracted everyone's attention, and ice and snow sports tourism has become the choice of mass tourists. Based on the theory of sustainable development, this article explores the development status, existing problems and optimization strategies of Xinjiang's ice and snow sports tourism industry. The study pointed out that despite the advantages of rich resources and a broad mass base, Xinjiang's ice and snow sports tourism industry still faces challenges such as insufficient resource integration, insufficient policy support, lack of professional talents, and serious product homogeneity. Through literature research, questionnaire surveys and field surveys, the study proposed development strategies such as giving equal importance to ecological environment and tourism development, strengthening policy support, cultivating professional talents, and enhancing innovation capabilities, to enhance the high-quality and sustainable development of Xinjiang's ice and snow sports tourism industry and provides important reference for the ice and snow industry and regional economy (Lu, 2023).

2.2.4 Strategy of sports tourism development

As a new form of sports industry development, sports characteristic towns play an important role in promoting national fitness, regional economy, and poverty alleviation. With the advent of the experience economy era, consumers are more

inclined to pay for personalized experiences. Sports-themed towns need to form an industrial chain around sports tourism to avoid homogenization problems. Excellent cases at home and abroad have shown that the development of sports characteristic towns should be based on resources, follow the principles of participation, challenge, and diversity, improve infrastructure, and deeply develop sports projects and cultural and creative products. Taking Yingpan Sports and Leisure Characteristic Town in Shaanxi Province as an example, its development strategy includes exploring regional resources, condensing characteristic themes, constructing product systems, and creating an experiential atmosphere. In the future, sports characteristic towns should focus on the new six elements of "commerce, nutrition, education, leisure, emotions, and wonders," combined with traditional "eating, living, transportation, sightseeing, shopping, and entertainment," strengthen the sense of experience, create characteristic brands, and promote sustainable development (Hang, 2019).

The coupling development of sports industry and tourism industry is an important path to promote the upgrading of sports service industry. From a policy perspective, the 2014 State Council's "Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption" provided top-level support for the integration of the two, clarifying the direction of comprehensive development of sports and tourism. From the perspective of industrial coupling, the sports and tourism industries have a natural material foundation and technological support, showing a positive coupling relationship, which is in line with the industrial development trends of the "environmental protection era" and the "green era". From the perspective of development level, the coupling and coordination degree between China's sports and tourism industries has been increasing year by year, but overall, it is still at a low level, and the future development space is vast. From the perspective of regional practice, the Qinling Mountains in Shaanxi Province have become a typical case of coupled development of sports and tourism industries with policy support and resource endowment. From the perspective of mechanism, there exists a cooperative and competitive relationship within the coupling system of sports and tourism industries, which generates quasi-excess profits. Property rights management can be mainly divided into two modes. In the future, it is necessary to further promote the deep integration of sports and tourism industries from the

dimensions of policy optimization, resource integration, and mechanism innovation, and unleash greater economic and social benefits (Qi, 2017).

In the context of the new normal of the Chinese economy and consumption upgrading, the sports tourism industry, as a new form of business that integrates sports and tourism, has become an important force for economic growth. However, existing research mostly adopts qualitative models, lacking systematicity, depth, and dynamism. This article constructs a simulation model of the operation of the sports tourism industry from a system perspective, solving its nonlinear, multiple feedback, and high-dimensional complex time-varying problems, revealing the relationship between system structure and behavior patterns, and predicting development trends. From the perspective of dynamic relationships, this article constructs a three-dimensional nonlinear dynamical system, analyzes the dynamic relationship between the sports tourism industry and tourism economic growth, and proposes regulatory measures under different market sizes. A dynamic evolution model was established from the perspective of integrated development, and the growth law under constrained market capacity was studied, verifying the conditions for industrial integrated development. From the perspective of stability analysis, combined with nonlinear dynamics and HOPF bifurcation theory, it provides a basis for industrial cycle judgment and policy formulation. The research results of this article provide important references for the theory and practice of the sports tourism industry (Ning, 2019).

As the economic, cultural, educational, and technological center of central Vietnam, Da Nang has demonstrated its potential for sports tourism in recent years by developing projects such as beach sports, water sports, and aerial sports. However, the development of beach sports tourism in Da Nang City has not fully utilized its resource advantages and failed to meet the demand for public entertainment participation, mainly due to the lack of scientific planning and effective development that is integrated with its development strategy. From the perspective of policy support, the development of beach sports tourism in Da Nang city urgently needs to establish relevant mechanisms, policies, and legal basis to provide institutional guarantees. From the perspective of cross-industry collaborative development, Da Nang City should strengthen domestic and international cooperation and promote the

deep integration of beach sports tourism with other industries. From the perspective of product development and innovation, Da Nang City needs to develop selective beach sports projects to enrich the sports tourism product system. From the perspective of sustainable development, Da Nang City should develop beach sports tourism on the basis of environmental protection and addressing climate change, ensuring the long-term utilization of resources. From the perspective of infrastructure and services, Da Nang City needs to invest in the construction of beach sports tourism infrastructure and equipment, and improve service quality. From the perspective of marketing promotion, Da Nang City should strengthen the promotion of the role and significance of beach sports tourism and enhance brand influence. From the perspective of talent cultivation, Da Nang City needs to develop human resources for beach sports tourism to provide professional talent for industrial development. The research results of this article provide the theoretical and practical basis for the development of beach sports tourism in Da Nang City, which is of great significance for enhancing regional economic and social progress (THANH, 2018).

China's ice and snow sports tourism is actively promoting the organic integration of ice and snow activities with the industrial chain, taking advantage of the historical opportunity of the Beijing Winter Olympics. At present, the proportion of people participating in skiing in China is about 1%, and the overall penetration rate of ice and snow sports is still at a relatively low level. It is necessary to conduct special research on ice and snow sports tourism in order to achieve the national goal of "300 million people on ice and snow". This article is based on sustainable development theory, leisure time theory, and tourism destination life cycle theory. Through questionnaire surveys and typical case analysis, it systematically explains the core connotations, consumption driving factors, and promotion paths of ice and snow sports tourism. From a policy perspective, the top-level design of the country has created favorable conditions for ice and snow sports tourism. However, issues such as funding shortages and inadequate hardware facilities remain the main challenges currently faced. From the perspective of product development and innovation, the development of ice and snow tourism resources is insufficient, and the products are single, which urgently needs to enrich the product system. From the perspective of sustainable development, efficient resource allocation needs to be achieved through scientific management and

resource evaluation. From the perspective of infrastructure and services, transportation facilities are well-developed, but hardware and promotion still need to be strengthened. From the perspective of marketing promotion, differentiated strategies need to be developed for different consumer groups. From the perspective of talent cultivation, compound talents are scarce and need to be strengthened in training. This article provides theoretical and practical references for the sustainable development of ice and snow sports tourism (Lijun, 2019).

This section mainly cites the theories of industrial integration, experience economy, and sustainable development, as well as research results on sports tourism development strategies at home and abroad. The theory of industrial integration emphasizes the deep integration of resources, interests, and goals between the sports industry and the tourism industry, revealing the mechanism of coordinated development of industries; The theory of experience economy starts from tourists' experience and sense of participation, emphasizing the enhancement of tourism attractiveness through service innovation and product design; The theory of sustainable development provides a long-term mechanism for coordinating the relationship between ecology, economy, and society in the long-term development of sports tourism. These research dimensions focus on industry integration, tourist experience, and sustainable development, which are highly consistent to find the integrated development of sports tourism in HengYang City in this article. They provide a theoretical basis for formulating strategies to enhance tourist experience, optimize scenic resource allocation, and promote industrial linkage development.

2.3 Theories of Tourism Attraction

2.3.1 Theory of Tourist Attraction Systems

A complete tourist attraction consists of three elements: "tourist—nucleus—marker." Tourists develop interest and cognition in the nucleus through markers, thereby forming travel motivation. Leiper emphasizes that the interaction among these three components constitutes the attraction mechanism of scenic spots, serving as the prerequisite for tourism activities. This theory breaks through the traditional mindset of focusing solely on resource entities and reveals the formation process of a tourist attraction's appeal. For HengYang sports tourism, the theory suggests that the

development process should prioritize the symbolic dissemination of sports resources (the nucleus) and emotional connections with tourists, optimizing the experiential chain from a systemic perspective to enhance the overall attractiveness of the tourism attraction (Leiper, 1990).

2.3.2 Theory of Tourism Area Life Cycle

The Tourism Area Life Cycle (TALC) theory suggests that the development of tourist destinations typically goes through stages such as exploration, participation, growth, consolidation, stagnation, decline, or revival. This theory reveals the dynamic evolution law of scenic spots and points out that corresponding development strategies need to be adopted at different stages to maintain sustainable growth. Based on the actual situation in HengYang, sports tourism is in the stage of exploration and growth, facing the problems of a single product and insufficient promotion. According to the life cycle theory, the development period should be extended through the introduction of sports events, diversified experience design, and brand building, in order to avoid early stagnation and decreased attractiveness, and provide path guidance for the long-term development of HengYang sports tourism scenic spots (Butler, 1980).

2.3.3 Theory of semiotic perspective

Research from a semiotic perspective suggests that the formation of tourist attractions not only stems from resource endowments but also relies on the construction and dissemination of symbolic meanings. The study proposes a dual layer semantic structure model of "scenery ontology + symbolic meaning," which suggests that tourist attractions achieve attraction transformation through cultural narrative, visual symbols, and social shared meanings. This theory expands the cognitive dimensions of tourist attractions and emphasizes the role of cultural reconstruction in their attractiveness. For sports tourism in HengYang, the integration of sports projects with red culture and local traditions not only constitutes a material attraction core, but also should achieve symbolic value transmission through storytelling expression and emotional resonance, thereby enhancing tourists' immersive experience (Lu Lin, 2025).

In summary, these four literatures provide multidimensional support for the theory of tourist attractions in this article. The tourism attraction system proposed by

Leiper (1990) emphasizes the interaction between tourists, resource cores, and signage, revealing the systematic mechanism of attraction formation in tourist attractions; Butler's (1980) tourism destination lifecycle theory analyzes the development stages of scenic spots from a temporal perspective, providing reference for understanding the growth stages and strategies of sports tourism in HengYang; The semiotic research in China in 2025 emphasizes the dual structure of "scenery ontology + symbolic meaning" of scenic spots, deepening the recognition of scenic spot attractiveness from the perspectives of culture and symbolic construction; The research on tourist generated content in China in 2023 quantifies the attractiveness of scenic spots from the perspective of tourist perception, highlighting the role of experience and evaluation in scenic spot management. Overall, these studies not only explain the formation and development of tourist attractions from different dimensions, such as system structure, temporal evolution, symbolic culture, and tourist perception, but are also closely related to the research in this article, providing a theoretical basis for the development strategy, experience optimization, and attraction enhancement of HengYang sports tourism scenic spots.

2.4 Theory of the SWOT analysis and the TOWS Matrix

2.4.1 Theory of the SWOT analysis

The SWOT analysis theory is one of the commonly used basic analysis methods in management science. It is widely used in enterprise strategic management, market research, and competitor analysis. Later, with the promotion and popularization, it is gradually applied to other fields. In SWOT theory, S represents strength, W represents weakness, O represents opportunity, T represents threat. Its scientific nature is mainly reflected in its structure and systematic, The SWOT analysis method has significant structural and systematic characteristics. Its structure is mainly reflected in two dimensions: Formally, this method constructs a SWOT analysis matrix to assign clear meanings to the 4 quadrants in the matrix; In terms of content, the theoretical basis of this method emphasizes that a structured perspective should be taken to systematically examine the internal and external environment of the enterprise. In addition, some studies have found that SWOT analysis is a scientific research method that can be applied to different research objects in the field of journalism and communication. In

today's development of sports tourism cannot be separated from the promotion of the Internet. The application of SWOT analysis method by sports self-media platforms can better find the internal correlation through matrix analysis, and can put forward corresponding countermeasures for its existing problems (Weihrich, 1982; Wenting, 2019).

2.4.2 Theory of TOWS Matri

TOWS Matrix is a strategic tool used to translate the results of the SWOT analysis into a specific action plan. By matching Strengths with Opportunities, the organization can develop SO strategy to take advantage and seize opportunities; by overcoming Weaknesses to catch Opportunities, the organization can form WO strategy; by using Strengths to avoid Threats and form ST strategy; finally, by overcoming Weaknesses to avoid Threats, the organization can develop WT strategy. The Dawes matrix helps organizations make informed decisions in complex environments, optimize resource allocation, and enhance competitiveness and response capabilities (Weihrich, 1982).

2.5 Policy Document

2.5.1 National policy documents

The National Fitness Plan (2021-2025), issued by the State Council, is a national-level sports development strategy aimed at promoting high-quality growth in the national fitness sector, meeting the increasing sports and fitness needs of the public, and integrating sports with economic and social development. The plan proposes to fully improve the national fitness public service system by 2025, enhance the convenience of public fitness participation, and increase sports participation rates. It emphasizes driving sports consumption growth through sports events and national fitness activities, providing institutional support and policy guarantees for promoting the development of sports tourism and related industries. This plan has laid a strategic foundation for the integrated development of sports and tourism industries, and has also become an important policy basis for guiding the development of sports tourism nationwide. (State Council Chinese, 2021).

The "13th Five-Year Plan for the Development of the Sports Industry" is a guiding document for the sports industry's development, formulated by the General

Administration of Sport of China. It explicitly incorporates sports tourism as a key focus within the sports service and sports consumption sectors. The plan advocates for the integration of sports, culture, and tourism industries, encouraging regions to leverage local resource advantages to develop new formats such as event tourism and sports leisure tourism. By diversifying sports products and services, it aims to expand the sports consumption market. This plan provides policy direction and an action framework for local sports tourism industry planning and industry policy formulation (General Administration Sport China, 2016).

"The Opinions of the General Office of the State Council on Unleashing the Potential of Sports Consumption and Further Promoting the High-Quality Development of the Sports Industry" proposes a systematic deployment around expanding sports consumption and promoting the high-quality development of the sports industry. The document emphasizes the continuous release of sports consumption potential by enriching the supply of sports products and services, cultivating integrated formats such as sports events and sports tourism, and expanding diverse consumption scenarios; At the same time, policy support will be provided for the transformation and upgrading of the sports industry from the aspects of improving the industrial system, strengthening factor guarantees, promoting digitalization, and integrating sports and tourism. This opinion provides important policy basis for local development of sports tourism and promotion of the integrated development of "sports, culture and tourism" (State Council Chinese, 2025).

2.5.2 Hunan Province Policy documents

The "Development Plan for Outdoor Sports Industry in Hunan Province (2023 - 2025)" is jointly released by the Hunan Provincial Sports Bureau and others, and is a guiding document for promoting the integrated development of outdoor sports and sports tourism industry in Hunan Province. This plan is based on Hunan's unique mountain and water resources, proposing to build a more complete outdoor sports product system, optimize market supply, strengthen the cultivation of sports events and festivals by 2025, and promote the coordinated development of outdoor sports, tourism, culture, health and other industries. This document provides clear policy direction and support framework for the development of outdoor experience based sports tourism in

HengYang and other cities within the province (Hunan Provincial Sports Bureau, 2023).

Starting from the overall strategy of cultural and tourism integration, the "14th Five Year Plan for Cultural and Tourism Development in Hunan Province" proposes to promote the deep integration of culture, tourism, and sports industries, enhance the added value of the tourism industry chain through cultural and sports tourism festivals, and promote the improvement of the quality of cultural and tourism consumption supply in the province. The plan emphasizes the development of characteristic tourism routes and experiential projects, providing a development foundation and policy guarantee for integrated products such as sports tourism, and is an important component of provincial sports tourism policies (Department of Culture and Tourism, 2021).

2.5.3 HengYang City Policy Document

The "14th Five Year Plan for the Development of Culture, Tourism, Radio, Television, and Sports in HengYang City (2021 - 2025)" is a local policy guideline of the HengYang Municipal Government for the integrated development of culture, tourism, and sports. The plan proposes to rely on the rich natural scenery, red cultural heritage, and transportation advantages of HengYang to develop the cultural tourism and sports industry, promote innovation and brand building of sports tourism products, strengthen infrastructure construction and public service capacity enhancement, and provide specific policy guidance and strategic goals for the improvement of sports tourism in HengYang City (HengYang People's Government, 2021).

The Third Hunan Tourism Development Conference will be held in HengYang City in 2024 and is an important provincial-level tourism development platform. The meeting is led by the Provincial Party Committee and Provincial Government, emphasizing the integration of culture and tourism to drive industrial development, and proposing the use of major events to promote regional tourism brand building, product innovation, and market promotion. As the host city, HengYang has obtained policy resources, publicity support, and investment promotion opportunities at the conference, providing important strategic support for the innovative development and market expansion of HengYang's sports tourism industry (HengYang People's Government, 2024).

2.6 Context of HengYang City

HengYang City, also known as "Goose city" or Hengzhou, is a prefecture level city under the jurisdiction of Hunan Province, a national regional key city, and a national type II large city. It is located in the southern part of China, in the central and southern part of Hunan Province.

The city of HengYang in this study only includes the urban area of HengYang. HengYang City is an important member of the Yangtze River Midstream Urban Agglomeration, the political, economic, military, and cultural center of southern Hunan, and is designated as a key city in the central region by the state. HengYang City spans the Xiang River and is one of the important transportation hubs in Hunan Province and the central southern region. HengYang City is an important industrial city in the central and southern regions of China. It is also a pilot city for comprehensive reform of the national service industry, a demonstration zone for ecological civilization, a national health city, a national garden city, and a "Chinese Anti Japanese War Memorial City" (HengYang People's Government, 2024).

2.7 Previous study

2.7.1 Previous studies in China

Zheng (2015) in the "Development Strategy of Marine Sports Tourism from the Perspective of Experience Economy: A Case Study of Hainan Province," the paper analyzes the development characteristics and restrictive factors of Hainan Marine sports tourism. 1. Products and lack of innovation; 2. Projects are low-end and lack of planning; 3. Closed industry and lack of culture; 4. Lack of human resource allocation and lack of continuity. Project development principle of Marine sports tourism under the perspective of inductive experience economy. 1. Meet personalized needs and promote the diversified development of products; 2. Increase capital investment and promote the cooperative development between departments; 3. Build brand projects and promote the extended development of brands; 4. Strengthen supervision and promote the sustainable development of projects.

Depin (2016) in the "Research on the evaluation and development of sports and cultural tourism resources in Shanxi" in the literature research on sports culture

tourism resources in Shanxi province, with its high sports culture value, regional characteristics, and obvious advantages, the sports culture tourism project has a broad space for development but there is still great potential to tap.

Jin (2016) in the article “Research on Coastal Sports Tourism in the background of One Belt And One Road” Using literature data, research, logical analysis, In terms of the current situation of Guangdong coastal sports tourism resources, the development of sports competition coastal tourism projects, the development of cultural and leisure coastal sports tourism, the status of coastal sports tourism tourist sources, and the status of coastal sports tourism practitioners, Further investigation and research on the coastal sports tourism resources and development status in Guangdong Province, This paper deeply analyzes the main problems existing in the development of Guangdong coastal sports tourism industry, including the overall development planning, infrastructure construction, the number of professional talents, resource and environmental pollution, and characteristic brand building, And put forward the targeted improvement measures.

Shujuan (2018) in the “Characteristics and development strategies of sports tourism industry” analysis of the sports tourism industry publicity, adaptability, clustering, experience, sustainability, put forward the reasonable design and development of sports tourism products, broaden the financing channels, regional coordinated development, cultivating professional talents development strategy. Since the 21st century, the experience economy and the leisure industry occupy an important position in the national economy, which has driven the rapid development of the sports tourism industry.

Shuai (2019) finally constructed three modes of the integrated development of sports and tourism in Hubei Province were constructed in the article "Research on the Development Strategy of Sports Tourism in Hubei Province from the Perspective of Industry Integration." 1. Penetration and integration development mode is defined as the penetration of the ontology at the intersection of different industries. According to local conditions, large-scale sports events should combine local characteristics to deal with the use of venues and urban problems. 2. The extended integration development model is defined as the integration between products with common features and functions. Expand consumer demand in the sports market and strengthen research on

integration technology. 3. The mode is the recombinant integration development mode, which is defined as the process in which originally independent products become integrated through reorganization under the same combination. Reshaping ideas to strengthen cooperation and strengthen the theoretical level construction.

Yu-jin (2019) in the “Research on Innovation and Development of Sports Tourism Industry in Dawan District of Guangdong, Hong Kong and Macao” mentioned in a large bay area planning and construction, industry balance, comprehensive development is an important theme, according to the bay area of the existing economic development pattern, sports tourism with strong development, the future need on the sports tourism project, management system, financial background support innovation design and planning, make the geographical advantage of sports tourism development, cultural resources and capital advantage into full play.

Shijun (2020) in the article "On the Development Strategy of Rural Sports Tourism of China in the Low Carbon Era," rural sports tourism can help improve the rural economic structure and drive the rural economic growth; enrich the rural economic form and develop and utilize sports resources; protect the ecological environment and develop low carbon economy; and meet the development trend of our rural tourism industry under special environment. However, there are some problems in the rural sports tourism industry, such as unreasonable allocation of rural sports tourism resources, serious homogenization of rural sports tourism project development, and not obvious low-carbon advantages of rural sports tourism. To optimize the rural industrial structure and realize the sustainable development of rural tourism economy, the rural sports tourism development can adopt the following strategies: strengthen environmental protection awareness and encourage low-carbon behavior, increase infrastructure construction, improve supporting industries, build brand effect, and implement differentiated development; enrich tourism projects and promote industrial cross-border integration.

Quan (2021) analyzed the current situation of leisure sports tourism development in Hengqin in the study of “Present Situation and Countermeasures Research of The Development of Leisure Sports Tourism in Hengqin Island,” and found the current problems such as lack of talents, backward concept and backward supporting service system, and put forward corresponding countermeasures and suggestions: 1. Policy

guidance and innovative development mode; 2. Brand guidance, create characteristic projects; 3. Technology integration and developing intelligent products; 4. Cooperation and win-win create development space and other strategies.

Lu (2022) analyzed the collection of the sports tourism policies of the “Research on Sports Tourism Boutique Projects in Nine Provinces of Yellow River Basin”, including the financial support, the insufficient use, the imperfection of the public service system and the unreasonable application structure of sports tourism policy tools.

Zhenjing (2023) in the “Analysis of sports tourism development strategy in Ganzi Prefecture based on SWOT-AHP,” through the field survey method, expert questionnaire survey, SWOT-AHP analysis method, and interview method, It is concluded that the sports tourism in Ganzi Prefecture has the internal advantages of rich natural resources, distinct ethnic characteristics and diverse sports tourism resources. However, there are also the internal disadvantages of weak supporting facilities, lack of professional talents and lack of industrialization degree of sports events; and it has external opportunities to obtain strong policy support and raise public health awareness, broad prospects of sports tourism market, and integrated development of sports and tourism, However, there are also external threats of fierce competition in surrounding scenic spots, difficulties in investment and financing, and weak foundation for economic development. It is suggested to take the government as the leading role and strengthen the development of sports tourism resources; make full use of the natural resources of Ganzi Prefecture, promote the integrated development of sports tourism; enrich the folk tourism resources of Ganzi Prefecture; improve the supporting facilities to meet the demand of sports tourism of tourists; pay attention to the introduction, cultivation and retention high-level talents and improve the management level of sports tourism; strengthen the protection of ecological environment, and establish a good image of sports tourism.

Previous studies on sports tourism in China reveal both shared issues and regional differences. Most research identifies common problems such as insufficient product innovation, weak infrastructure, and lack of professional talent, while emphasizing sustainable development and the need for stronger policy and brand support. Scholars generally advocate integrating sports tourism with local cultural and

natural resources to enhance regional competitiveness. Methodologically, SWOT and AHP analyses are widely applied to guide scientific planning. Some studies further explore the integration of the sports and tourism industries, stressing cross-sector cooperation and resource sharing. Overall, existing research highlights similar challenges and policy directions but differs in regional focus and theoretical approaches, providing a useful foundation for promoting high-quality development of China's sports tourism.

2.7.2 Previous studies abroad

Kim et al. (2015) is mentioned in the article "Evaluating the perceived social impacts of hosting large-scale sport tourism events: Scale development and validation." The perception of the social impact of hosting large-scale sports tourism events by local residents has become a key factor in gaining widespread support from the community. However, due to the lack of effective and reliable measurement tools that can simultaneously measure both positive and negative impacts, related perception research has been limited. The aim of this study is to develop and validate a multidimensional scale for evaluating the perceived social impact of large-scale sports tourism events. Taking the Korean Formula One Grand Prix as an example, a questionnaire was designed and tested for residents (N=1567) in the host community. The analysis ultimately formed a perceived social impact assessment model consisting of six dimensions and a total of 23 items, namely: (1) economic benefits; (2) Community pride; (3) Community development; (4) Economic cost; (5) Traffic issues; (6) Security risks. This study reveals the multidimensional characteristics of social impact perception, which helps deepen our understanding of how local residents perceive the impact of large-scale sports tourism events.

Baumann and Matheson (2018) in the article "Mega-events and tourism: The case of Brazil" analysis of monthly foreign tourist entry data in Brazil from 2003 to 2015 shows that the 2014 FIFA World Cup brought about an increase of approximately one million inbound tourists to the country. This number far exceeds expectations, but our research shows that about a quarter of the growth can be attributed to the unexpected advancement of the Argentine national team in the tournament; Therefore, potential host countries should not rely on such large-scale events to consistently bring super scale tourism benefits. This study ultimately

suggests that the competitive outcomes of the World Cup may have a significant impact on its related tourism economy.

Moura et al. (2020) in the article “Accessible tourism and its benefits for coping with stress analyzes the impact of accessibility facilities on the travel experience” We found that barrier-free tourism is not only significant for disabled tourists, but also has positive effects for the elderly and family tourists. The results suggest that improvements in accessibility facilities can significantly enhance the overall attractiveness of tourist destinations.

Fazaeil et al. (2020) in the article “Sports Tourism and Sustainable Development of Host Cities” sport tourism has a positive and significant role in all aspects of development. Also, in evaluating the indicators for each of developmental dimensions, the index “Creating new jobs and reducing unemployment” in economic development, “combating ethnic and racial discrimination and helping to accept socio-cultural differences” in social development and “changing in behavior of Local residents to better protect from environment” in the environmental dimension were the most important indicators of sustainable development in the studied area.

Jeong and Kim (2020) conducted a study titled "A Study of Event Quality, Destination Image, Perceived Value, Tourist Satisfaction, and Destination Loyalty Among Sport Tourists" This study used questionnaire surveys and experimental methods to explore the structural relationships between variables. Research has found that the quality of activities, destination image, and perceived value all have a significant impact on tourist satisfaction. Meanwhile, destination image, perceived value, all have a positive effect on destination loyalty. Further research has shown that tourist satisfaction plays a fully mediating role between destination image and destination loyalty, as well as between perceived value and destination loyalty..

Idrees et al. (2021) in their article "Sports tourism and its impact on economic growth of a developing nation," concluded that sports tourism has a positive impact on the Gross Domestic Product (GDP). They suggest that policymakers and the government should increase investments in infrastructure and provide incentives for tourists visiting during any major sports events, as this could also boost the country's tourism industry, ultimately having a positive effect on economic growth.

Nazari (2021) in the article “The Analysis of strategic ecology of sports tourism”

To achieve sustainable development of sports tourism, the following multidimensional collaborative promotion can be considered: at the interest level, the proportion of sports tourism in the leisure activity structure should be gradually increased based on the public's attention to it; At the technical level, it is necessary to actively utilize digital platforms and network resources to expand the forms of sports tourism services; At the economic level, we should continue to guide and expand the scale of investment in related industries; At the environmental level, the development of ecological sports tourism can promote the improvement of the natural environment; At the political level, it is advisable to enhance international image and cultural soft power through sports tourism; At the cultural level, we should make good use of the urban context and regional characteristics to enhance the cultural identity and attractiveness of sports tourism.

González-García et al. (2022) in the article “Residents’ perception of the impact of sports tourism on sustainable social development” Analyzing the public's social perception of sports tourism, evaluating its actual impact, and understanding their supportive attitudes towards tourism development have important reference value for formulating policies that promote social cohesion and local development. Such measures help promote social participation and inclusive development, promote equal opportunities, and guide the public to form a more positive understanding of sports tourism and inclusive sports activities. This study aims to systematically explore citizens' perception of the impact of sports tourism and their willingness to support it from a multidimensional perspective. Specifically, social perception assessment is conducted from the following 4 dimensions: local policies, social impact, environmental impact, and cultural influence.

Rucci and Porto (2022) in the article “Accessibility in tourist sites in Spain: Does it really matter when choosing a destination” examines the impact of the accessibility of Spanish tourist attractions on the choice of destination. The study used quantitative and qualitative methods to collect tourist evaluation Through questionnaire surveys and interviews with multiple tourist attractions in Spain, accessibility data for transportation and facilities were obtained. Research has shown that the construction of accessible environments, accessibility, and coverage of public transportation have a significant impact on the choice of tourist destinations. Improving accessibility not

only enhances tourist satisfaction, but also helps to increase the willingness to revisit and the rate of return visits.

Ziakas et al. (2023) in the article “Highlights in sport, leisure, tourism, and events: 2021/22,” the successful experiences of many countries in sports tourism, leisure activities and major events are analyzed through case studies. The study highlights the importance of the integration of physical activity and leisure tourism to enhance the attractiveness of tourist destinations. The article also discusses how to increase tourist traffic and boost local economies by hosting major sports events and festivals.

Previous studies abroad have shown obvious commonalities and characteristics in the field of sports tourism. In terms of commonality, the studies generally emphasize the importance of the social impact of local residents on sports tourism events and their support and explore the positive contribution of sports tourism to sustainable development, including economic growth and cultural identity. At the same time, many studies use multidimensional evaluation methods to analyze the impact of factors such as destination image ,event quality, and tourist satisfaction on tourist experience, and put forward policy recommendations to promote infrastructure construction and barrier-free tourism. In terms of characteristics, the studies cover cases from different countries and regions, showing the diverse impacts of sports tourism in different cultural backgrounds, and often combine quantitative and qualitative research methods to provide a comprehensive perspective. In addition, some studies also explore the application of science and technology in promoting the sport tourism. These studies provide an important theoretical basis and empirical support for further exploring the development of sports tourism.

2.8 Research theoretical framework

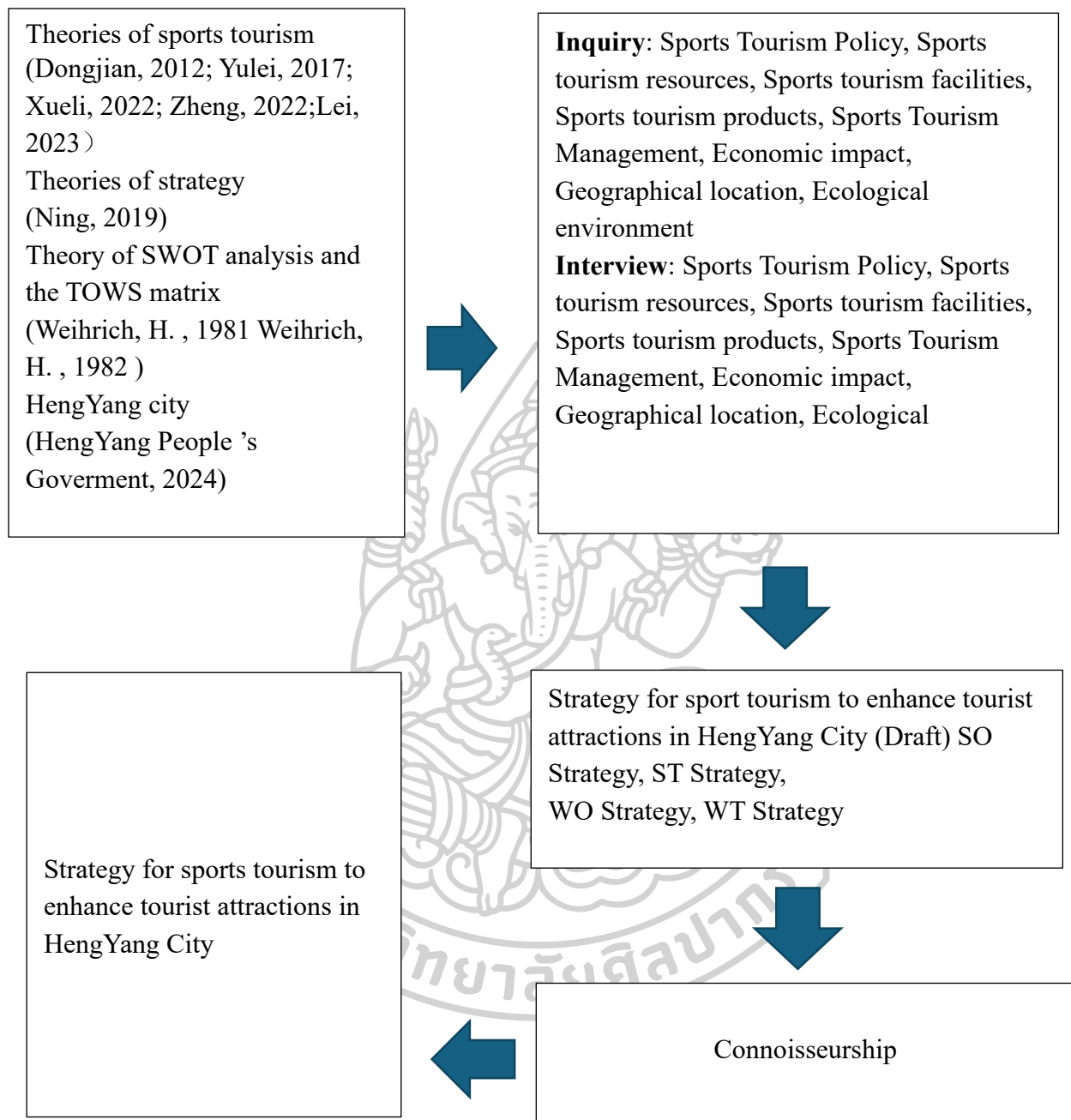


Figure 1: Research theoretical framework.

Chapter 3

Research Methodology

This study investigates the development strategies for enhancing the attractiveness of tourist attractions in HengYang City through sports tourism. The primary objectives include: 1. To investigate the current state of sports tourism in HengYang City. 2. To formulate strategies for sports tourism to boost tourist attractions in HengYang City. 3. To validate the feasibility of these strategies for enhancing tourist attractions in HengYang City. The study adopts the research and development (R&D) methodology, primarily collecting qualitative data through interviews and quantitative data via questionnaires. Subsequently, the SWOT analysis is employed to comprehensively analyze both qualitative and quantitative data, identifying the strengths, weaknesses, opportunities, and threats of sports tourism in HengYang City. Based on these findings, strategies are proposed to promote the development of sports tourism in HengYang City and enhance the appeal of tourist attractions. Finally, expert seminars are organized to verify the effectiveness of these strategies and further refine their content.

3.1 Research methods

This research method adopts questionnaire surveys and interviews to systematically and comprehensively evaluate the current situation of sports tourism in HengYang City, deeply understand the needs and experiences of tourists. Based on the review and analysis of previous research and relevant literature, develop a survey questionnaire and interview outline to comprehensively grasp the overall situation of sports tourism in HengYang City and the specific needs of tourists.

(1) Interview method

The interview method is a qualitative research approach that involves face-to-face communication with the interviewee to obtain in-depth and detailed information. In this study, the main purpose of the interview method is to collect the opinions of community residents, government tourism department staff, and tourism

industry representatives in HengYang City on the current situation, problems, and development strategies of sports tourism. The specific implementation steps include designing an interview outline, selecting interviewees, arranging the interview time and location, and recording or taking notes.

(2) Inquiry method

The questionnaire survey method is a method of collecting quantitative data by designing structured questionnaires and distributing and collecting questionnaires from research subjects. In the research, the most important purpose of the questionnaire survey is to understand tourists' cognition, experience, and expectations of sports tourism in HengYang City. The specific implementation steps include designing a questionnaire (including questions about travel experience, satisfaction, and suggestions), determining a sample box, distributing the questionnaire (using a combination of online and on-site distribution), collecting the questionnaire, and conducting statistical analysis on the collected data. Questionnaire surveys can provide large-sample quantitative data, which helps to objectively and comprehensively understand the opinions and needs of various groups towards sports tourism in HengYang City, and provide data support for formulating targeted strategies.

3.2 Research area

The field of this study covers the main sports tourism attractions, facilities, and related services in HengYang City, including the Xiangjiang Scenic Belt, Yumushan, Dongzhou Island, National Fitness Theme Park, HengYang Sports Stadium, etc. The focus is on examining the application of natural and cultural resources in sports tourism in HengYang City, as well as the operation of existing facilities and service systems.

3.3 Population and sample of the study

3.3.1 Population: The population of this study is mainly tourists from various scenic spots in HengYang City. HengYang city received a total of 1,480,000 tourists in 2023. HengYang City has a permanent population of 6,497,000, of which the main urban area has a population of 1,600,000 (HengYang People's Government, 2024). In addition, the study subjects included community residents as well as people engaged

in tourism-related work, such as tourism bureau staff and other tourism-related staff.

3.3.2 Sample: The visitor sample will cover groups of different age, gender, occupation and income levels, ensuring diversity and representativeness. For the sample survey, 384 people were selected by simple random sampling (Krejcie & Morgan, 1970). According to the interview sample, 15 Key Information providers were selected by purposeful selection, including 3 staff members of the tourism bureau, 7 other tourism-related personnel and 5 community residents.

3.4 Research process

The specific research process of this study is as follows:

R1: To study the current situation of sport tourism in HengYang City. First conducted a literature review and developed corresponding research tools. Then, it investigated the current situation of sports tourism in HengYang City and the real situation of tourists. In the survey, a simple random sampling method was used to conduct a questionnaire survey of 384 tourists. At the same time, 15 people were selected for interviews using purposive sampling, including 3 tourism bureau staff, 9 other tourism-related personnel, and 3 community residents.

D1: Develop strategies for the development of sports tourism in HengYang City and enhance the attractiveness of its tourist attractions. Based on the results of SWOT analysis and TOWS matrix, propose strategies to promote sports tourism in HengYang City..

R2: To validate the feasibility of enhancing HengYang's tourist attractions by Connoisseurship of sports tourism strategies. This study invited 9 experts, including 3 industry experts, 3 staff members of HengYang Cultural Tourism Radio, Television and Sports Bureau, and 3 representatives of practitioners. The feasibility of formulating guidance policies has been verified through expert review.

D2: Improve strategy based on the results of Connoisseurship.

3.5 Research Tools

This study used multiple tools for data collection, including questionnaires and interviews form, and designed corresponding evaluation forms and evaluation form processes.

(1) Questionnaire: This study designs questions from 8 dimensions, aiming to comprehensively understand the cognition of tourists, residents, and tourism practitioners in HengYang City towards sports tourism and their attitudes towards the current situation of sports tourism in HengYang City.

The process of the questionnaire survey is as follows:

Step 1: Review and analyze literature, theories, and research related to sports tourism and sports tourism policies, resources, products, etc.

Step 2: Develop a questionnaire on the current situation of sports tourism in Hengyang City. Then send the questionnaire to the thesis supervisor for review and revision of the content based on their suggestions.

Step 3: The Index of Item-Objective Congruence (IOC) of the questionnaire was examined by three experts. The Index of Item- Objective Congruence (IOC) was 0.66 to 1.00.

Step 4: Modify the questionnaire according to the expert opinions.

Step 5: Distribute questionnaires to 30 tourists in HengYang City for experimentation. The reliability of this questionnaire is determined by Cronbach's Alpha coefficient.

Step 6: The questionnaire was applied to 384 tourists in HengYang City.

(2) Interview Form: The interview form is used to interview residents, staff of the Culture, Tourism, Radio, Television and Sports Bureau of HengYang City, staff of scenic spots, management personnel of tourism companies, local residents and tour guides, in order to study the current situation and development direction of sports tourism in HengYang City.

The construction process of the interview form was as follows:

Step 1: Review and analyze the literature, concepts, theories, and studies related to sports tourism.

Step 2: Construct an interview outline for sports tourism in HengYang City, send the interview outline to the supervising teacher, and modify the content of the interview outline according to the suggestions.

Step 3: The Index Objective Congruence (IOC) of the questionnaire is tested by three experts. The Index Objective Congruence (IOC) ranges from 0.67 to 1.00.

Step 4: Revise the interview outline based on expert opinions.

Step 5: Conduct interviews with 15 community residents and personnel engaged in tourism-related work in HengYang City through purposive sampling.

3.6 Data collection

(1) Questionnaire survey data: By combining online and offline methods, questionnaires are distributed and collected on various online platforms and tourist attractions in HengYang City to ensure the comprehensiveness and representativeness of the quantitative data.

(2) Interview data: Select tourism department managers, industry professionals, and some tourists for structured interviews to obtain in-depth qualitative data. The interview content will be recorded and transcribed into text for analysis.

(3) Secondary data: Search for tourism statistics, policy documents, and related research reports released by the State Council, Hunan Provincial Government, and HengYang Municipal Government through websites as supplementary data to further support the analysis and conclusions of this study.

3.7 Data analysis

(1) The data collected using interview forms, it will mainly be analyzed through content analysis.

(2) The data collected using questionnaires will mainly be analyzed through statistical methods.

(3) After preliminary analysis of questionnaire and interview data, SWOT analysis is applied to identify the strengths, weaknesses, opportunities, and threats of HengYang's tourist attractions, providing a basis for strategy formulation.

Chapter 4

Data analysis and results

This study investigates strategy for sports tourism to enhance tourist attractions in HengYang City, proposes relevant strategies for the development of sports tourism in HengYang City, and verifies and improves a series of strategies from the perspective of developing sports tourism attractions in HengYang City. The author collected 384 valid questionnaires and invited 15 interviewees to participate. This chapter uses descriptive analysis to quantitatively analyze the questionnaire and data, and then uses content analysis to qualitatively analyze the interview data. The author conducted a SWOT analysis, integrating quantitative and qualitative data to determine the strengths, weaknesses, opportunities, and threats of the current sports tourism situation in HengYang City. Related strategies were proposed using the TOWS matrix, such as the ST strategy, SO strategy, WT strategy, and WO strategy. Then, 9 experts were invited to conduct a connoisseurship, verify the feasibility of these strategies, and improve them based on the results of the connoisseurship.

This chapter can be divided into three parts:

1. The current situation of sport tourism in HengYang City.
2. Development of the strategies for sports tourism to enhance tourist attractions in HengYang City.
3. Validity of the feasibility of strategies for sports tourism to enhance tourist attractions in HengYang City.

4.1 Current situation and results of sports tourism in HengYang City

In order to collect more accurate information on the current situation of sports tourism in Hengyang City, the author conducted a field survey of 384 tourists visiting HengYang City to obtain relevant quantitative data. At the same time, the author also collected qualitative data through 15 interviews, including the manager and related staff of some tourist attractions in HengYang City, local residents, staff of the HengYang

Cultural Tourism Bureau, local tourism company managers, and local tour guides.

4.1.1 Analysis of Questionnaire Results on Sports Tourism in HengYang City

In order to investigate the current situation of sports tourism in HengYang City, the author conducted on-site inspections of some tourist attraction, distributed questionnaires, and collected 384 valid questionnaires. This article will analyze the research results from 11 dimensions: basic information of tourists, sports tourism policies, sports tourism resources, sports tourism facilities, sports tourism products, sports tourism management, cross industry cooperation and economic impact, geographical location, sustainable development, talent cultivation, and open-ended suggestions.

4.1.1.1 Basic information of tourists

In the basic tourism information section, the author focuses on examining various aspects of tourists, such as gender, age, current address, occupation, monthly income, tourism frequency, and tourism purpose. The specific situation is as follows (Table 1).

Table 1: Basic information of tourists.

(n = 384)

Content	Choice	f	percentage
Gender	Female	198	51.56
	Male	186	48.44
Age	19 - 30 years old	171	44.53
	31 - 50 years old	110	28.64
	51 years old and above	63	16.41
	18 years old and below	40	10.41
Address	Other provinces in Chinese Mainland	221	57.55
	Other cities in Hunan Province	108	28.12
	HengYang City	35	9.11

Content	Choice	f	percentage
	Hong Kong, Macau, and Taiwan regions	20	5.21
Occupation	Employees of enterprises and institutions	178	46.35
	Staff of government agencies/public institutions	69	17.97
	Student	60	15.63
	Freelancer	57	14.84
	Other	12	3.19
	Retiree	8	2.01
Monthly income	5,001 – 10,000 yuan	187	48.64
	2,001 - 5,000 yuan	85	22.14
	Above 10,001 yuan	72	18.76
	2,000 yuan and below	40	10.42
In the past 12 months, how many times have you participated in leisure tourism	3 - 5 times	213	55.47
	1 - 2 times	115	39.95
	6 times or more	56	14.58
The main purpose of your participation in	Social entertainment	236	61.45
	Strengthen the body	218	56.77
	Cultural experience	208	54.16

Content	Choice	f	percentage
sports tourism (multiple choice)	Participate in sports events	187	48.70
	Parent-child education	157	40.88
What channels do you usually use to obtain information about sports tourism in HengYang (multiple choice)	Short video platforms such as Tiktok/Kwai	258	67.18
	Recommended by family and friends	226	58.85
	Ctrip/Meituan and other travel websites	203	52.86
	Traditional media such as television and newspapers	188	48.96
	Official government propaganda	163	42.45
	other	0	0.00
How much do you think you are involved in sports tourism	Regular participants (occasional participation)	162	42.19
	Audience (only watching, not participating)	107	27.86
	Deep experienter (frequently involved and in-depth)	79	20.57
	Potential participants (interested but not yet tried)	36	9.38
How do you usually participate in sports tourism activities in HengYang	Together with family	173	45.05
	Together with friends/colleagues	127	33.07
	Join a tour group	60	15.63

Content	Choice	f	percentage
	Alone	24	6.25
	Other	0	0.00

Among the tourists visiting some famous tourism attraction in HengYang City. As shown in Table (1) above:

There are 198 females, accounting for 51.56%, the overall number difference is not significant.

The age group of 19 - 30 years old has the highest number of people, accounting for 44.53%.

The tourists from the Chinese Mainland outside Hunan Province are the main ones, accounting for 57.55%

From the perspective of the occupations of the interviewed tourists, employees of enterprises and institutions account for the highest proportion of 46.35%.

From the perspective of the monthly income of the tourist, the number of people with a monthly income of 5001-10000 yuan is the highest, accounting for 48.64%.

From the perspective of travel frequency, the highest number of people who have experienced 3 - 5 trips in the past 12 months, accounting for 55.47%.

From the perspective of tourism purposes, the highest number of people, accounting for 61.45%.

From the perspective of tourism information acquisition channels, the number of people who obtain tourism information from short video platforms such as Tiktok/Kwai is the largest, accounting for 67.18%.

From the perspective of tourism level, the number of regular participants is the highest, accounting for 42.19%.

10. From the perspective of tourism activities, the number of people who participate in tourism with their families is the highest, accounting for 45.05%.

4.1.1.2 Sports tourism policies

The author investigated issues related to sports tourism policies, and the detailed information is as follows (Tables 2 and 3)

Table 2: Survey of Information Channels for Sports Tourism Policies.

(n=384)

Content	Choice	f	percentage
What channels did you use to learn about the sports tourism policies in HengYang City? (Multiple Choice)	social media	162	42.18
	Recommended by family and friends	131	34.11
	news media	111	28.90
	Government official website	101	26.30
	Never understood	48	12.50

As shown in Tables 2 among the tourists participating in sports tourism in HengYang City:

The number of people who learned about HengYang's sports tourism policies through social media was the highest, accounting for 42.18%.

Table 3: Scoring Table for Sports Tourism Policies.

(n=384)

Content	Mean	S.D.
I think the approval process for sports tourism projects should be further simplified to promote project implementation.	3.61	1.070
It is thought that the current sports tourism policies in HengYang City, such as subsidies and promotion, can help promote the development of sports tourism.	3.58	1.010

The results of Table 3 show that:

1. The approval process should be simplified (mean=3.61, S.D.=1.070), indicating that tourists generally evaluate the convenience of the current sports tourism related policy approval process, and expect to improve efficiency by optimizing the approval process and reducing administrative links.

2. Policies help promote the development of sports tourism (mean = 3.58, S.D. = 1.010). Tourists generally recognize its positive role, but at the same time, they also hope for further improvement in policy implementation efficiency and supporting

measures.

4.1.1.3 Sports tourism resources

The author conducted a survey on sports tourism resources and other related issues in HengYang City, and the detailed information is as follows (Table 4)

Table 4: Status of Sports Tourism Resources.

(n = 384)

Content	Choice	f	percentage
What sports tourism activities have you participated in in HengYang City? (Multiple Choice)	Event observation	220	57.29
	Cultural experience	206	53.64
	Water sports	200	52.08
	Mountaineering/Hiking	157	40.89
	Other	0	0.00
What do you think is the most unique sports tourism resource in HengYang City?	Xiangjiang River water area	143	37.23
	Mount Heng (Hengshan Mountain), the Southern Sacred Mountain	124	33.29
	Traditional sports culture	108	28.12
	Other	9	2.34

As shown in Tables 4, among the tourists participating in sports tourism in HengYang City:

The number of people who come to HengYang City for event observation is the highest, accounting for 57.29%.

The number of people who think that the Xiangjiang River water area in HengYang City is the most unique sports tourism resource in HengYang City is the highest, accounting for 37.23%.

4.1.1.4 Sports tourism facilities

The author conducted a survey on sports tourism facilities and other related issues in HengYang City, and the detailed information is as follows (Tables 5 and 6)

Table 5: Situation of Sports Tourism Facilities.

(n = 384)

Content	Choice	f	percentage
What facilities do you most frequently use in sports tourism?	Bike lane	124	32.29
	event venue	122	31.77
	Hiking Trail	92	23.95
	Water Sports Base	46	11.98
	Other	0	0.00
Which facilities do you think need priority improvement?	Safety rescue	120	31.25
	traffic connection	97	25.26
	Information Guide	77	20.05
	sanitary facilities	50	13.02
	Rest Area	40	10.42

As shown in Tables 5, among the tourists participating in sports tourism in HengYang City:

It indicates that the most common facility for sports tourism in HengYang City is bicycle lanes, with the highest number of people, accounting for 32.29%,

The number of people who think that safety rescue is currently the most in need of improvement facility is the highest, accounting for 31.25%.

Table 6: Scoring Table for Sports Tourism Facilities.

(n = 384)

Content	Mean	S.D.
I think that the venues, facilities, and equipment for sports tourism in HengYang City can meet the needs of sports tourism.	3.64	1.008

The results of Table 6 showed that the venues, facilities, and equipment for sports tourism in HengYang City can meet the overall demand for sports tourism (mean = 3.64, S.D. = 1.008). But there is still room for further improvement and strengthening.

4.1.1.5 Sports tourism products

The author surveyed the current situation of sports tourism products in HengYang City, as shown (Tables 7 and 8)

Table 7: Survey of Sports Tourism Products.

(n=384)

Content	Choice	f	percentage
What type of sports tourism products do you prefer? (Multiple Choice)	Nature Exploration	254	66.14
	Cultural experience	217	56.51
	Event viewing	198	51.56
	Parent-child interaction	126	32.81
	Other	15	0.39
What do you think is the most lacking sports tourism project in HengYang City at present?	Uniqueness	122	31.77
	Supporting services	113	29.43
	Participatory	91	23.70
	Professionalism	58	15.10
	Other	0	0.00

As shown in Tables 7, among the tourists participating in sports tourism in HengYang City:

Tourists who enjoy exploring nature account for the highest proportion, reaching 66.14%;

The number of people who think that sports tourism projects in HengYang City lack uniqueness the most is 31.77%,

Table 8: Scoring Table for Sports Tourism Products and Product Technology.

(n = 384)

Content	Mean	S.D.
I think that using smart devices such as holographic projectors and VR glasses can enhance the experience of sports tourism.	4.06	0.983
I hope HengYang City can launch more technology interactive sports tourism products (such as VR	4.05	1.019

Content	Mean	S.D.
mountaineering)		
I think differentiated sports tourism products should be developed for different groups of people, such as teenagers and the elderly.	3.84	1.042

The results of Table 8 show that:

The use of smart devices to enhance user experience received a high score (mean = 4.06, S.D. = 0.983), indicating strong tourist support for the application of technology in sports tourism.

The statement that Hengyang City can launch more technology-interactive sports tourism products (mean = 4.05, S.D. = 1.019), suggesting that tourists recognize the development potential of integrating sports tourism with technology.

Developing differentiated sports tourism products for different groups of people received a relatively lower score (Mean = 3.84, S.D. = 1.042), indicating that while overall acceptance is positive, tourists expect more targeted and refined product design, and there is still room for improvement in this aspect.

4.1.1.6 Sports Tourism Management

The author conducted a survey on the current situation of sports tourism management in HengYang City, as shown (Tables 9)

Table 9: Survey of Sports Tourism Management.

(n = 384)

Content	Choice	f	percentage
Who mainly organizes the sports tourism projects you participate in?	Government agency	154	40.11
	Community groups	115	29.94
	Tourism enterprises	72	18.76
	Individual spontaneous	43	11.19
Who do you usually seek help from when encountering	tourism attraction Administrator	173	45.05
	Self solve	108	28.13
	Travel agency	71	18.48

Content	Choice	f	percentage
problems?	Local residents	32	8.33

As shown in Table 9, among the tourists participating in sports tourism in HengYang City:

The number of people participating in sports tourism activities organized by government agencies is the highest, accounting for 40.11%.

When encountering problems, the majority of people usually seek help from tourism attraction administrators, accounting for 45.05%.

4.1.1.7 Cross-industry collaboration and economic impact

The author conducted a survey on the economic impact and cross-industry integration of sports tourism, and the specific situation is as follows (Tables 10 and 11).

Table 10: Survey of Economic Impact Survey Results.

(n=384)

Content	Choice	f	percentage
What is your per capita expenditure on sports tourism?	200 - 500 yuan	170	44.27
	501 – 1,000 yuan	115	29.95
	< 200 yuan	63	16.40
	> 1,000 yuan	36	9.37
Is your consumption mainly used for? (Multiple Choice)	Traffic	227	59.11
	Catering	218	56.77
	Ticket	189	49.21
	Accommodation	166	43.23
	Equipment Leasing	138	35.93
	Other	12	3.12

As shown in Tables 10, among the tourists participating in sports tourism in HengYang City:

The number of people with per capita sports tourism expenditure ranging from 200 to 500 tuples is the highest, accounting for 44.27%.

The largest number of people consume mainly for transportation, accounting for 59.11%.

Table 11: Scoring Table for Cross industry Collaboration.

(n = 384)

Content	Mean	S.D.
I feel that the cooperation between sports, culture, tourism, education and other departments has improved the quality of the tourism experience.	4.14	1.048
I think incorporating sports elements into tourism projects will be more attractive.	4.06	1.003

The results of Table 11 showed that:

Cooperation between sports, culture, tourism, education, and other departments has improved the quality of the tourism experience (mean = 4.14, S.D. = 1.048), indicating that tourists strongly perceive the positive impact of cross-departmental collaboration on overall tourism quality and recognize the effectiveness of integrated development and coordinated governance.

Incorporating sports elements into tourism projects will be more attractive (mean = 4.06, S.D. = 1.003), suggesting that tourists generally acknowledge the role of sports elements in enhancing the attractiveness of tourism projects and supporting the integrated development of sports and tourism.

4.1.1.8 Geographical location

The author investigated the travel methods of the tourist, which reflects the geographical location of HengYang City, as shown (Tables 12)

Table 12: Survey of Geographical Location.

(n = 384)

Content	Choice	f	percentage
What is your mode of transportation to HengYang sports tourism attractions?	Public transport	191	49.63
	Self-driving	108	28.04
	Travel agency charter	85	22.33
	Other	0	0.00

As shown in Tables 12, among the tourists participating in sports tourism in HengYang City:

The results from the dimension of transportation location in Table 13 show that the number of people who take public transportation to participate in sports tourism activities in HengYang City is the highest, accounting for 49.63%.

4.1.1.9 Sustainable Development

The author investigated the environmental protection and sustainable development of sports tourism in HengYang City, as shown (Tables 13 and 14)

Table 13: Survey of Sustainable Development.

(n=384)

Content	Choice	f	percentage
Have you observed the following ecological conservation behaviors? (Multiple Choice)	garbage classification	308	80.20
	vegetation restoration	244	63.54
	Tourist flow restriction	196	51.04
	Not observed	15	3.90
	other	0	0.00

As shown in Tables 13, among the tourists participating in sports tourism in HengYang City:

The results from the ecological conservation behaviors in Table X show that the highest number of garbage classifications were observed, accounting for 80.2%. This indicates that the majority of tourist have witnessed garbage classification practices in the area, reflecting a strong awareness and implementation of waste management in ecological conservation efforts.

Table 14: Scoring Table for Sustainable Development.

(n = 384)

Content	Mean	S.D.
I support the establishment of a tourism environmental incentive mechanism to promote green tourism. (such as electronic coupons, scenic cultural and creative products)	3.67	1.018
I think that while developing sports tourism, priority must be given to ecological environment protection.	3.60	1.030

The results of Table 14 showed that:

Support for establishing a tourism environmental incentive mechanism (mean = 3.67, S.D. = 1.018), indicating that tourist generally agree with the idea of implementing an environmental incentive mechanism to promote green tourism. However, the level of support is above average, reflecting a strong ideological alignment, but possibly limited actual motivation to participate in such initiatives.

Ecological environment protection as a priority in sports tourism development (mean = 3.60, S.D. = 1.030), showing that tourist generally support the prioritization of ecological protection in sports tourism development. This again suggests a high degree of ideological identification, though actual participation or engagement in such priorities may still be lacking.

4.1.1.10 Talent cultivation

The author investigated the situation of sports tourism talent cultivation in HengYang City, as shown (Tables 15)

Table 15: Scoring Table for Talent cultivation.

(n = 384)

Content	Mean	S.D.
I think HengYang City currently has enough versatile talents related to sports tourism. (Sports with tourism with first aid).	2.14	0.457

The results of Table 15 show that:

Most interviewees have bias in evaluating the number of sports tourism composite talents in HengYang City (mean = 2.14, S.D. = 0.457). This indicates that there is still a lack of effective talent support in the interdisciplinary integration of sports, tourism, and first aid. The shortage of versatile talents not only hinders the professionalization and diversified development of sports tourism products but may also affect the safety guarantee and service experience that tourists obtain during the participation process.

4.1.1.11 Open-ended Suggestions

In the open-ended suggestions section of the questionnaire, tourists offered a variety of opinions, primarily focusing on supporting facilities and services for sports

tourism development. These suggestions reflect tourists' focus on improving the overall experience.

Many tourists pointed out that there was the need for stronger collaboration between different industries, such as integrating sports tourism with local cultural performances, food, and accommodation to create a more attractive overall product.

Some suggested improving infrastructure and public services, including transportation accessibility, venue maintenance, and the development of information-based service platforms, to reduce travel and activity costs for tourists. Some tourists also suggested introducing more distinctive and differentiated sports tourism projects to increase novelty and interest, thereby attracting repeat visitors and promoting word-of-mouth.

Regarding marketing and promotion, some suggested enhancing destination awareness and competitiveness through multi-channel publicity and brand building.

Overall, these open-ended suggestions reflect that tourists' expectations for sports tourism development extend beyond the scope of individual activities, focusing on systematic improvements driven by cross-industry collaboration, service optimization, and innovation.

4.1.1.12 Summary

This study systematically analyzed the multi-dimensional status of sports tourism development in HengYang City through the questionnaire surveys, covering aspects such as visitor characteristics, policy awareness, resource conditions, supporting facilities, product innovation, management models, economic impact, transportation location, and sustainable development. Combined with open-ended suggestions, the following comprehensive conclusions were formed:

(1) Tourist characteristics

The survey shows that the gender ratio of sports tourism tourists in HengYang is basically balanced, with the majority of young people aged 19-30 and the majority from outside Hunan Province. The highest proportion is among employees of enterprises and institutions, and the group with a monthly income of 5,001-10,000 yuan has the highest proportion. Most tourists have 3 - 5 travel experiences per year, with social entertainment as the main purpose, and mainly rely on short video platforms for information. They are mostly regular participants and tend to travel with their families.

These characteristics reflect that the customer base of HengYang sports tourism is composed of middle-income young and middle-aged social tourists from other provinces, with certain stability and dissemination potential.

(2) Sport tourism policy

Most tourists hope to simplify the approval process and acknowledge the role of current sports tourism policies in promoting tourism development. This indicates that the effectiveness of the policy has been recognized, but the efficiency of administrative processes still needs to be improved to reduce the institutional costs of project implementation.

(3) Sport tourism resources

HengYang City is most notable for its sports viewing opportunities and the Xiangjiang River.

(4) Sport tourism facilities

In terms of facilities, bicycle lanes are the most common, but safety and rescue facilities were considered the most urgently needed facilities. Overall, the facilities met basic needs, but there were deficiencies in safety and professional support.

(5) Product innovation and technology application.

Experiences enhanced by smart devices, Visitors highly praised technology-interactive sports tourism products and differentiated products, demonstrating a clear demand for technology-integrated and precision-focused products. This represents a strong development direction for HengYang City and also reveals room for innovation on the supply side.

(6) Sport tourism management and services

Sports tourism projects are primarily organized by government agencies, and when encountering problems, tourists often seek assistance from tourism attraction administrators. This suggests that the management system is primarily government-led and implemented by tourism attractions. While this facilitates unified planning and resource integration, it is relatively simple, lacks market-driven and social participation, and results in weak tourism attraction autonomy and innovation, hindering the diversified development of sports tourism. Furthermore, interactive services and emergency response mechanisms still need to be further optimized.

(7) Economic impact and Cross-Industry collaboration

Tourists' expenditures were primarily between 200 and 500 yuan, with spending concentrated on transportation and catering, demonstrating that sports tourism has significantly boosted the local transportation and catering industries. Cross-sector collaboration and the integration of sports elements both received high ratings, indicating that industry collaboration has yielded initial results, positively impacting experience enhancement and consumer spending. However, spending levels were relatively low, suggesting untapped potential for developing high-end, more sophisticated products.

(8) Location and transportation

Public transportation is the main mode of travel for tourists, which shows that HengYang's sports tourism transportation has good accessibility, but it can still be optimized in terms of convenience and diversified choices.

(9) Sustainable development and environmental protection

The observation rate of ecological protection behavior is high, and the concept of environmental protection is recognized. However, although the support level is above average, the actual participation motivation may be insufficient, and the implementation effect needs to be improved through mechanism innovation and participatory activities.

(10) Directions for improvement reflected in open-ended Suggestions

Interviewee emphasized three core demands in their open-ended suggestions:

- ① Strengthen cross-industry integration (sports with culture with food with accommodation) to create comprehensive experience products;
- ② Improve infrastructure and public services (convenient transportation, safety assurance, digital platform);
- ③ Enhance product characteristics and novelty, and strengthen market promotion and branding.

Overall, HengYang City's sports tourism has certain resource advantages and policy support, with clear characteristics of tourist groups and initial results of industrial collaboration. However, there is still significant room for improvement in safety and rescue, approval efficiency, product innovation, in-depth experience, high-end consumption guidance, and actual environmental protection participation. Future development can achieve the transformation and upgrading from a

resource-based to an innovation-driven sports tourism destination through the path of "technology empowerment with industry collaboration with experience optimization with brand building".

4.1.2 Analysis of interview results on HengYang sports tourism

The author interviewed 15 people, including managers and staff of several tourist attractions in HengYang, local residents, staff of HengYang Cultural and Tourism Bureau, managers of local tourism companies, and local tour guides . This provides a comprehensive understanding of the sports tourism landscape in HengYang.

The author analyzed the findings from nine different perspectives: HengYang's sports tourism policy support, HengYang's sports tourism resources, HengYang's sports tourism facilities, management and services, sports tourism products, industrial development and economic impact, geographical location and transportation, ecological protection, talent development, and open-ended suggestions.

4.1.2.1 Policy Support

HengYang City has increased its special funds for sports tourism and introduced a plan for integrated development. The potential for cultural tourism integration and event hosting is enormous, but compared to surrounding cities, HengYang's financial and policy competitiveness is relatively weak. (Interviewee 7, Interviewee 8, Interviewee 9, Interviewee 10, Interviewee 11, Interviewee 12, Interviewee 13, Interviewee 14, Interviewee 15).

Different departments have different approaches, making it difficult to implement government subsidies and cumbersome procedures. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, Interviewee 5, Interviewee 6).

4.1.2.2 Sports tourism resources

There are diverse types of resources with advantages in integration, and some infrastructure has been preliminarily built, indicating significant potential for economic development. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 6, Interviewee 7, Interviewee 10, Interviewee 11, Interviewee 13, Interviewee 15)

The development is scattered and superficial, lacking system integration. Existing projects rely heavily on natural conditions or personal management, lack scientific layout, and have homogenization risks. (Interviewee 4, Interviewee 5, Interviewee 8, Interviewee 9, Interviewee 12, Interviewee 15)

4.1.2.3 Sports tourism facilities, management and services

The problem of insufficient basic services is prominent, and the management weakness of "heavy construction, light management" restricts the experience. (Interviewee 1, Interviewee 3, Interviewee 4, Interviewee 5, Interviewee 6, Interviewee 7, Interviewee 8, Interviewee 12, Interviewee 13, Interviewee 14)

Suggestions for optimizing direction and opportunities, preventing potential risks, promoting deep integration of culture and sports, and exploring market-oriented and digital means (Interviewee 2, Interviewee 9, Interviewee 10, Interviewee 11, Interviewee 15).

4.1.2.4 Sports tourism products

The product types are diverse. The development potential is obvious. The concepts of "sports with culture" and "sports with health" can further highlight local characteristics, and tourism products can be designed according to different customer groups, enhancing the market inclusiveness of the products. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, Interviewee 7, Interviewee 11, Interviewee 13, Interviewee 14, Interviewee 15)

Some product designs are fragmented and lack systematic planning, resulting in limited appeal in areas such as safety, load-bearing capacity, and personalized services. (Interviewee 5, Interviewee 6, Interviewee 8, Interviewee 9, Interviewee 10, Interviewee 12)

4.1.2.5 Industrial development and economic impact

The industrial linkage is obvious. Sports tourism has driven the development of other industries. The expansion of employment channels provides a wide range of opportunities for development, and new economic growth points can be opened up through the development of sports tourism. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, Interviewee 7, Interviewee 9, Interviewee 10, Interviewee 13, Interviewee 14, Interviewee 15)

Economic benefits are limited. Some projects have low-end formats, shallow development, excessive reliance on ticket revenue, insufficient secondary consumption, and uneven income distribution, resulting in limited benefits for some villagers. (Interviewee 5, Interviewee 6, Interviewee 8, Interviewee 10, Interviewee 11, Interviewee 12)

4.1.2.6 Geographic location and transportation

HengYang City is located in the center of the urban agglomeration in Hunan Province, with strong demand for weekend self driving and short distance travel. The location and transportation advantages are obvious. The highway network is well-developed and the external transportation is convenient. A "half-hour sports tourism circle" has been initially formed. (Interviewee 1, Interviewee 2, Interviewee 9, Interviewee 13, Interviewee 14, Interviewee 15)

Some scenic spots have insufficient "last mile" connections, low transfer efficiency from high-speed trains and airports to scenic spots, and significant parking difficulties during holidays (Interviewee3, Interviewee4, Interviewee 5, Interviewee 6, Interviewee7, Interviewee8, Interviewee10,, Interviewee 11, Interviewee 12)

4.1.2.7 Sustainable development

HengYang City attaches great importance to ecological protection in the development of sports tourism. With the opportunity of the 2024 Provincial Tourism Development Conference, HengYang can create a "green sports tourism" demonstration city, enhance environmental protection investment and brand value. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 6, Interviewee 9, Interviewee 10, Interviewee 11, Interviewee 14, Interviewee 15)

There is a contradiction between protection and development, and strict environmental restrictions may affect corporate income. Some scenic spots have insufficient garbage bins and weak environmental awareness among tourists, posing a risk of environmental damage. (Interviewee 4, Interviewee 5, Interviewee 7, Interviewee 8, Interviewee 12, Interviewee 13).

4.1.2.8 Talent cultivation

HengYang has established a cooperative training mechanism with universities to cultivate versatile sports tourism talents. Local university resources lay the foundation for the construction of talent teams. (Interviewee 1, Interviewee 2, Interviewee 5 Interviewee 7, Interviewee 8, Interviewee 10, Interviewee 11, Interviewee 12, Interviewee 13)

Currently, there is a shortage of composite talents, and there is a high risk of high-level talent outflow. Training tends to focus on theory over practice, and the talent evaluation system is not sound. (Interviewee 3, Interviewee 4, Interviewee 6,

Interviewee 9, Interviewee 14, Interviewee 15)

4.1.2.9 Open-end suggestions

HengYang can learn from the existing annual card system and launch a combined ticket package, combining traditional culture to create a differentiated experience. Combining the existing foundation of HengYang City and collaborating with surrounding cities for common development, it provides important opportunities for future development. At the same time, it is necessary to improve supporting facilities and service standards, prevent and control safety operation and market competition risks, in order to enhance overall competitiveness. (Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4, Interviewee 5, Interviewee 6, Interviewee 7, Interviewee 8, Interviewee 9, Interviewee 10, Interviewee 11, Interviewee 12, Interviewee 13, Interviewee 14, Interviewee 15)

4.1.2.10 Interview Summary

(1) Policy support

The HengYang Municipal Government has introduced a comprehensive development plan in the field of sports tourism and gradually increased special funding. Interviewee generally think that HengYang has established clear policy directions, but practical implementation still faces various challenges, which dilute the effectiveness of the policies. Overall, HengYang's policy system possesses directional advantages, but there is room for improvement in execution efficiency and funding competitiveness.

(2) Sport Tourism Resource

HengYang boasts a diverse array of sports tourism resources, combining the advantages of both natural and cultural landscapes, laying a foundation for diversified integration. However, resource development remains fragmented, lacking comprehensive planning. Some projects rely on individual efforts or natural conditions, resulting in homogenized competition and weak brand recognition.

(3) Facilities and Management Services

HengYang has made initial progress in the construction of sports tourism infrastructure, but its service and management capabilities remain insufficient. Most interviewee pointed out that the issue of "emphasizing construction over management" is prominent, with areas such as facility maintenance, guided

experiences, and smart services needing improvement. It is recommended that future efforts focus on strengthening the management system, advancing digital and market-oriented operations, and promoting deeper integration of sports and culture.

(4) Sports tourism products

HengYang's sports and tourism products present a diversified landscape, allowing for differentiated designs tailored to students, enterprises, families, the elderly, and young adults, demonstrating strong market inclusivity. Meanwhile, models such as "sports with culture" and "sports with wellness" showcase significant growth potential. However, the products still face issues like fragmentation, lack of systematic integration, and insufficient safety measures and personalized services.

(5) Industrial development and economic impact

Sports tourism has a significant impact on employment and industrial synergy, driving the development of agritainment, homestays, catering, cultural and creative industries, and becoming a key driver for urban-rural integration and economic growth. However, some projects remain at a low-end level, with insufficient secondary consumption and uneven income distribution, which affects the sustainability of economic benefits.

(6) Geographic location and transportation

HengYang boasts outstanding geographical and transportation advantages, with a well-developed high-speed rail network, airport, and expressway system, effectively forming a "half-hour sports and tourism circle" that can reach both domestic and provincial markets. However, some tourism attractions still face issues such as inadequate "last-mile" connectivity, low transfer efficiency, and parking difficulties during holidays, which negatively impact visitor experiences.

(7) Sustainable development

HengYang places emphasis on ecological conservation in sports tourism, implementing measures such as waste cleanup, deposit systems, and blacklisting. At the governmental level, it has established ecological redlines and environmental impact assessment mechanisms. The 2024 Tourism Development Conference further advanced the concept of green development. However, challenges persist, including high environmental protection costs, insufficient eco-consciousness among tourists, and uneven supervision, leaving some enterprises grappling with the conflict between

development and conservation.

(8) Talent cultivation

HengYang has established an industry-education collaboration mechanism with universities to promote the cultivation of interdisciplinary talents in sports and tourism. However, there is currently a shortage of talent reserves, significant outflow of high-level professionals, overly theoretical training with insufficient practical experience, and an urgent need to improve the talent evaluation system.

(9) Development suggestions and future directions

The interviewee generally suggested that HengYang should learn from the experience of advanced regions, launch joint ticket packages and annual card systems, and combine traditional culture to create differentiated experiences. Strengthen regional linkage and collaborate with surrounding cities to jointly build sports tourism brands. In the future, it is necessary to improve infrastructure, enhance service standards, strengthen safety supervision and digital transformation to enhance the overall competitiveness of sports tourism in HengYang.

4.1.3 Summary of the Current Situation of Sports Tourism in HengYang City

This study is based on questionnaire surveys and interview results, and comprehensively analyzes the current development status of sports tourism in HengYang City from eight dimensions: policy support, resource conditions, facilities and management, product development, economic impact and industrial integration, location transportation, sustainable development, and talent cultivation. Overall, HengYang has obvious advantages in location, resources, and policies, but there are still shortcomings in management system, innovation capability, and high-level talent reserve.

(1) Policy support

HengYang City has introduced policies and set up special funds for the integration of sports and cultural tourism, demonstrating the government's high strategic importance. Most tourists recognize the policy's promoting effect, but interviews have pointed out that there are still various problems in the implementation process. Although the policy direction is clear, the coordination mechanism and supervision implementation still need to be optimized.

(2) Sports tourism resources

HengYang combines landscape scenery with cultural and historical resources, with Nanyue Hengshan, Xiangjiang River waters, and anti Japanese war sites as the core carriers. The questionnaire shows that observing sports events and water sports are the most attractive, while interviews reflect that resources are abundant in distribution but lack integration, and there is a lack of systematic branding and themed routes, which affects overall competitiveness.

(3) Facilities and management

The survey shows that infrastructure construction has begun to take shape, but the safety, health, and rescue systems are still shortcomings. The interviewee generally think that the phenomenon of "heavy construction and light management" is prominent, and the level of intelligent and digital services is relatively low. Management is still dominated by the government, with insufficient participation from society and market entities, making it difficult to form an efficient collaborative management mechanism.

(4) Product development and innovation

Tourists have a high acceptance of innovative products such as "sports with culture", "sports with health care", and "technology interaction". HengYang has the potential for diversified development, but interviews have pointed out that there is a clear phenomenon of product homogenization and a lack of sustained innovation and contextualized experience design. Product differentiation needs to be driven by technology empowerment and market research.

(5) Economic impact and industrial integration

Sports tourism has driven the coordinated development of industries such as transportation, catering, and accommodation, forming significant economic spillover effects. The questionnaire shows that cross industry collaboration and the integration of sports elements have received high recognition, but the consumption level is relatively low and there is insufficient secondary consumption. The interview pointed out that HengYang should focus on event economy, health and leisure, and festival activities, promote the integrated development of "sports with culture and tourism with commerce", and cultivate new economic growth points.

(6) Location and transportation

HengYang is located at the transportation hub of central and southern China,

with a well-developed network of high-speed railways, airports, and highways, forming a "half-hour sports tourism circle". However, some scenic spots have poor connectivity in the "last mile" and prominent issues with parking during holidays. The overall transportation is convenient, but the service details still need to be optimized to enhance the comprehensive experience of tourists.

(7) Sustainable development

After the tourism development conference, HengYang strengthened the control of ecological red lines and environmental protection publicity, forming a preliminary pattern of collaboration among the government, enterprises, and tourists. Despite the general increase in environmental awareness, there is still a contradiction between "protection and benefits" due to the large investment in environmental facilities and insufficient awareness among tourists. In the future, it is necessary to promote institutional incentives and public participation simultaneously.

(8) Talent cultivation

Local universities and government departments have established cooperation mechanisms to provide talent support for sports tourism, but there is still a shortage of compound and high-level talents. The interviewee think that the training system is more theoretical and lacks practical guidance and incentive mechanisms. We need to establish a sustainable talent supply chain through school local collaboration, job training, and vocational certification system.

Overall, sports tourism in HengYang City is in a transitional stage from policy driven to market driven, and from resource development to brand building. In the future, we should focus on four directions: mechanism innovation, product upgrading, industry integration, and talent support, improve the management system, optimize experience supply, and promote the construction of HengYang as a sports tourism destination that combines cultural heritage and modern charm.

4.2 Development of sport tourism strategies to enhance the attractiveness of tourist attractions in HengYang City

4.2.1 SWOT analysis of the current situation of sports tourism activities in HengYang City

Author collected data from questionnaire surveys, interviews, and relevant government documents. Based on (1) Policy support; (2) Sports tourism resources; (3) Facilities and management; (4) Product development and innovation; (5) Economic impact and industrial integration; (6) Location and transportation; (7) Sustainable development; (8) Talent cultivation, total 8 dimension, they will list 8 strength, 8 weakness, 7 opportunity, and 8 threat of sports tourism in HengYang City (Table 16).

Table 16: SWOT analysis of the current situation of sports tourism activities in HengYang City.

Strength (S)	Weakness (W)
S1. Various administrative departments in HengYang City have implemented various sports tourism preferential policies, and the funding will continue to significantly increase.	W1. Discounts in policy implementation and inconsistent interpretations of policies; The approval process for various policies is cumbersome and inefficient.
S2. HengYang City has abundant natural and cultural landscape resources, with complete types, suitable for tourists from Hunan Province and other regions to come and visit.	W2. Sports tourism resources are abundant but mostly single point activities with weak linkage; Water projects have strong seasonality; Insufficient professional support.
S3. HengYang City has a strong foundation in public sports venues, and has promoted the integration of "construction operation maintenance" and cross departmental cooperation, with strong management and service capabilities.	W3. There are obvious shortcomings in the indication system, toilets, and maintenance; Lack of AED and other rescue deployment points; Unclear responsibility boundaries and homogeneous construction.
S4. Various sports tourism products are abundant, with segmented products targeting multiple customer groups such as student research, enterprise expansion,	W4. Sports tourism products lack uniqueness. Lack of well-known brands, short stay time for tourists, and insufficient consumption conversion.
	W5. The average unit price is relatively

parent-child interaction, elderly health care, and youth extreme. S5. The development of sports tourism drives the expansion of chains such as catering, transportation, homestays, cultural and creative industries, and job opportunities. S6. HengYang City is a transportation hub in central and southern China, with high-speed rail connecting 19 provincial capitals and a wide range of routes to Nanyue Airport. It has convenient highways and has formed a "half-hour sports tourism circle". S7. HengYang City attaches great importance to ecological protection, and enterprises and scenic spots have established mechanisms such as garbage classification and blacklisting. The vegetation restoration situation is good. S8. We have reached cooperation agreements with universities within the province to cultivate specialized and versatile talents in sports tourism. Carry out rotation training and interdisciplinary training for practitioners.	low, and there is insufficient secondary consumption and high-end supply. Some areas still have a "ticket mentality" and lack innovation. W6. Some scenic spots have low "last mile" and transfer efficiency, and parking is tight during peak seasons. W7. The density of garbage bins and the instability of tourists' self-awareness; The high cost of environmental protection puts operational pressure on small and medium-sized enterprises. W8. There is a shortage of versatile talents, with shortcomings in field emergency and foreign language tour guides or insufficient reserves of sports knowledge, and uneven service etiquette.
Opportunity (O)	Threat (T)
O1. With the Hunan Provincial Tourism Development Conference (2024 · HengYang) as a window, special funds, policy pilots, and provincial-level	T1. If the approval, implementation, and caliber are not improved, the participation of social capital will decrease; Competition with policies in

exposure are actively developing. O2. Natural and cultural resources such as Mount Heng in Nanyue, the waters of the Xiangjiang River, and historical cities of the Anti Japanese War have the potential to create core IPs. O3. Digital management and intelligent monitoring are just beginning in the national sports tourism industry, and HengYang has room for advancement. O4. Tourists' expectations for technological interaction and differentiated supply are increasing, and immersive and night economy are in line with new consumption trends. O5. Emerging models such as event economy, study abroad, and live streaming e-commerce are rapidly developing. O6. Taking the Tourism Development Conference as an opportunity to create a green sports tourism demonstration city and promote a new model of ecological sports tourism. O7. School local cooperation and emerging job demands provide HengYang with the conditions to attract and cultivate versatile talents.	Changsha, Chenzhou and other places may lead to project outflow. T2. Disorderly development leads to ecological damage and homogenization; Seasonal water projects have resulted in an imbalance of tourists and idle projects. T3. Once a safety accident risk occurs, it may cause an impact on public opinion, urban image, and market trust. T4. Products without characteristics, innovation, or branding have no core competitiveness and will be replaced by other excellent competitors. T5. The sustained low unit price and "ticket dependence" will limit the growth of economic benefits, and insufficient participation of social capital will make it difficult to inject vitality into the market. T6. Overreliance on public transportation, poor connectivity with tourism attractions, and peak season congestion. T7. The perennial population outflow has led to high-end talents being siphoned off from provincial capitals and first tier cities. T8. The reform model currently being promoted still needs to be tested by the market. If the promotion does not match
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	the carrying capacity, it can easily lead to reputation risks and resource waste.
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4.2.2 TOWS Matrix of Sports Tourism Current Situation in HengYang City

Based on the SWOT analysis of the current situation of sports tourism in HengYang City, the author use the TOWS matrix to propose strategies for developing sports tourism in HengYang City, in order to enhance the attractiveness of tourist attractions as a shown (Table 17)

Table 17: TOWS Matrix of the current situation of sport tourism in HengYang City.

	Strength (S)	Weakness (W)
	S1.Various administrative departments in HengYang City have implemented various sports tourism preferential policies, and the funding will continue to significantly increase. S2.HengYang City has abundant natural and cultural landscape resources, with complete types, suitable for tourists from Hunan Province and other regions to come and visit. S3.HengYang City has a strong foundation in public sports venues, and has promoted the integration of "construction operation	W1.Discounts in policy implementation and inconsistent interpretations of policies; The approval process for various policies is cumbersome and inefficient. W2.Sports tourism resources are abundant but mostly single point activities with weak linkage; Water projects have strong seasonality; Insufficient professional support. W3.There are obvious shortcomings in the indication system, toilets, and maintenance; Lack of AED and other rescue deployment points; Unclear responsibility boundaries and homogeneous construction.

	Strength (S)	Weakness (W)
	maintenance" and cross departmental cooperation, with strong management and service capabilities. S4. Various sports tourism products are abundant, with segmented products targeting multiple customer groups such as student research, enterprise expansion, parent-child interaction, elderly health care, and youth extreme. S5. The development of sports tourism drives the expansion of chains such as catering, transportation, homestays, cultural and creative industries, and job opportunities. S6. HengYang City is a transportation hub in central and southern China, with high-speed rail connecting 19 provincial capitals and a wide range of routes to Nanyue Airport. It has convenient highways and has formed a "half-hour sports tourism	W4. Sports tourism products lack uniqueness. Lack of well-known brands, short stay time for tourists, and insufficient consumption conversion. W5. The average unit price is relatively low, and there is insufficient secondary consumption and high-end supply. Some areas still have a "ticket mentality" and lack innovation. W6. Some scenic spots have low "last mile" and transfer efficiency, and parking is tight during peak seasons. W7. The density of garbage bins and the instability of tourists' self-awareness; The high cost of environmental protection puts operational pressure on small and medium-sized enterprises. W8. There is a shortage of versatile talents, with shortcomings in field emergency and foreign language tour guides or insufficient reserves of sports

	Strength (S)	Weakness (W)
	circle". S7. HengYang City attaches great importance to ecological protection, and enterprises and scenic spots have established mechanisms such as garbage classification and blacklisting. The vegetation restoration situation is good. S8. We have reached cooperation agreements with universities within the province to cultivate specialized and versatile talents in sports tourism. Carry out rotation training and interdisciplinary training for practitioners.	knowledge, and uneven service etiquette.
O1. With the Hunan Provincial Tourism Development Conference (2024 · HengYang) as a window, special funds, policy pilots, and provincial-level exposure are actively developing.	1.S1+S2+S4+O1+O3: Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a	1.W1+W2+W6+O1+O2+O6: Taking the Hunan Provincial Tourism Development Conference as an opportunity, promote the standardization of policy interpretation and the improvement of approval efficiency; At the same time, we will strengthen the integration and development

	Strength (S)	Weakness (W)
02. Natural and cultural resources such as Mount Heng in Nanyue, the waters of the Xiangjiang River, and historical cities of the Anti Japanese War have the potential to create core IPs. 03. Digital management and intelligent monitoring are just beginning in the national sports tourism industry, and HengYang has room for advancement. 04. Tourists' expectations for technological interaction and differentiated supply are increasing, and immersive and night economy are in line with new consumption trends. 05. Emerging models such as event economy, study abroad, and live	composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti Japanese War Site" to enhance the overall tourism attractiveness. 2.S3+S5+S6+O2+O4: Utilizing the advantages of high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with sports with culture" to attract leisure vacation and health and wellness travelers. 3.S2+S7+S8+O5+O6: Leveraging HengYang's educational and research resources and cultural heritage, taking advantage of digital and smart tourism opportunities, we aim to	of core IPs such as Hengshan and Xiangjiang, connect single point resources, and improve the "last mile" transportation gap. Combining with the construction of a green sports tourism demonstration city, a comprehensive tourism pattern with efficient policies, complementary resources, and smooth transportation will be formed. 2.W3+W4+W5+O3+O4+O5: Utilizing digital management and intelligent monitoring to address the shortcomings of public facilities; By combining immersive experiences, night economy, and event learning, we aim to develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually break away from "ticket dependence", and enhance the overall consumption level. 3.W7+W2+W5+O2+O6+O7:

	Strength (S)	Weakness (W)
streaming e-commerce are rapidly developing. O6. Taking the Tourism Development Conference as an opportunity to create a green sports tourism demonstration city and promote a new model of ecological sports tourism. O7. School local cooperation and emerging job demands provide HengYang with the conditions to attract and cultivate versatile talents.	create a distinctive brand of "smart cultural tourism with art and sports", promote smart services, digital guidance, and interactive experiences in tourism attractions, and form differentiated competitive advantages. 4.S1+S4+S6+O3+O7: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism", expand markets both inside and outside the province, and improve tourists' stay time and consumption level.	Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection; At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture", and enhancing the brand value of HengYang in green tourism and sustainable development. 4.W8+W3+W4+O5+O7: Based on school local cooperation and competition learning platforms, cultivate composite tour guides, emergency rescue and foreign language talents; By introducing new product design and service etiquette training through the creative team, we aim to address the shortcomings of uneven service and lack of unique brands, and comprehensively

	Strength (S)	Weakness (W)
		enhance tourists' sense of security, satisfaction, and stickiness to HengYang tourism.
T1.If the approval, implementation, and caliber are not improved, the participation of social capital will decrease; Competition with policies in Changsha, Chenzhou and other places may lead to project outflow. T2. Disorderly development leads to ecological damage and homogenization; Seasonal water projects have resulted in an imbalance of tourists and idle projects. T3.Once a safety accident risk occurs, it may cause an impact on public opinion, urban image, and market trust. T4. Products without characteristics,	1. S1+S2+S6+T1+T5 relies on the natural landscape and cultural resources advantages of HengYang City, as well as the location conditions of the central southern transportation hub, to accelerate approval and implementation efficiency with policy and financial support. By developing high value-added and multi-level consumer products, reducing "ticket dependence", enhancing capital return rate, attracting sustained inflow of social capital, and avoiding diversion from Changsha, Chenzhou and other places. 2.S2+S4+S7+T2+T4 Taking advantage of HengYang's rich landscape culture and multi customer	1.W1+W3+W6+T1+T3+T6: Establish a cross departmental linkage mechanism for simplify the approval process, and enhance investment confidence; At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable. 2.W2+W4+T2+T4: Integrates dispersed resources and launches a composite product of "sports+culture+seasonal experience" to reduce off-season idle and homogeneous competition. By creating unique 'differentiated IPs', attracting target

	Strength (S)	Weakness (W)
innovation, or branding have no core competitiveness and will be replaced by other excellent competitors. T5. The sustained low unit price and "ticket dependence" will limit the growth of economic benefits, and insufficient participation of social capital will make it difficult to inject vitality into the market. T6. Overreliance on public transportation, poor connectivity with tourism attractions, and peak season congestion. T7. The perennial population outflow has led to high-end talents being siphoned off from provincial capitals and first tier cities. T8. The reform model currently being promoted still needs to	segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development. Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports", enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features". 3.S3+S5+S7+T3+T6 leverage the advantages of integrated management and industrial chain linkage of public sports venues in HengYang, establish cross departmental safety supervision and emergency mechanisms, and strengthen the connection	customers and enhancing market competitiveness. 3.W5+T5+T7: Introducing smart transportation and ecological protection measures at key transportation nodes to alleviate peak season pressure, while setting up deep consumption scenarios (cultural and creative, sports experience, night tourism economy) to increase tourist stay time and consumption. 4.W7+W8+T7+T8+T2: Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally friendly construction; At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents (foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.

	Strength (S)	Weakness (W)
be tested by the market. If the promotion does not match the carrying capacity, it can easily lead to reputation risks and resource waste.	management between transportation and scenic spots. Through the full chain collaboration of "catering with accommodation with transportation with cultural and creative", the concentrated travel pressure during peak season is dispersed, the risk of safety accidents and congestion is reduced, and the sense of safety and satisfaction of tourists is improved. 4.S4+S8+S6+T7+T8. Relying on talent training platforms in cooperation with universities, we promote comprehensive projects such as research, competitions, and scientific research, attract high-end talents to stay in HengYang, and avoid being siphoned off by provincial capital cities. At the same time, through innovation driven and	

	Strength (S)	Weakness (W)
	phased pilot mechanisms, the market carrying capacity is taken into account in product promotion, the risk of trial and error is reduced, and a virtuous cycle of "talent product market" is formed to ensure the long-term sustainable development of HengYang tourism.	

4.2.3 Strategy for sports tourism to enhance tourist attractions in HengYang city

Using SWOT analysis and TOWS matrix techniques, author propose strategies for developing sports tourism in HengYang City to enhance its attractiveness as a tourist attraction. These strategies include 4 SO strategies, 4 ST strategies, 4 WO strategies, and 4 WT strategies. Details are as follows:

(1) SO Strategy

SO1: Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti Japanese War Site" to enhance the overall tourism attractiveness.

SO2: Utilizing the advantages of high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with sports with culture" to attract leisure vacation and health and wellness travelers.

SO3: Leveraging HengYang's educational and research resources and cultural heritage, taking advantage of digital and smart tourism opportunities, we aim to create a distinctive brand of "smart cultural tourism with art and sports", promote smart services,

digital guidance, and interactive experiences in tourism attractions, and form differentiated competitive advantages.

SO4: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism", expand markets both inside and outside the province, and improve tourists' stay time and consumption level.

(2) ST Strategy

ST1: Relies on the natural landscape and cultural resources advantages of HengYang City, as well as the location conditions of the central southern transportation hub, to accelerate approval and implementation efficiency with policy and financial support. By developing high value-added and multi-level consumer products, reducing "ticket dependence", enhancing capital return rate, attracting sustained inflow of social capital, and avoiding diversion from Changsha, Chenzhou and other places.

ST2: Taking advantage of HengYang's rich landscape culture and multi customer segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development. Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports", enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features".

ST3: Leverage the advantages of integrated management and industrial chain linkage of public sports venues in HengYang, establish cross departmental safety supervision and emergency mechanisms, and strengthen the connection management between transportation and scenic spots. Through the full chain collaboration of "catering with accommodation with transportation with cultural and creative", the concentrated travel pressure during peak season is dispersed, the risk of safety accidents and congestion is reduced, and the sense of safety and satisfaction of tourists is improved.

ST4: Relying on talent training platforms in cooperation with universities, we promote comprehensive projects such as research, competitions, and scientific research, attract high-end talents to stay in HengYang, and avoid being siphoned off

by provincial capital cities. At the same time, through innovation driven and phased pilot mechanisms, the market carrying capacity is taken into account in product promotion, the risk of trial and error is reduced, and a virtuous cycle of "talent product market" is formed to ensure the long-term sustainable development of HengYang tourism.

(3) WO Strategy

WO1: Taking the Hunan Provincial Tourism Development Conference as an opportunity, promote the standardization of policy interpretation and the improvement of approval efficiency; At the same time, we will strengthen the integration and development of core IPs such as Hengshan and Xiangjiang, connect single point resources, and improve the "last mile" transportation gap. Combining with the construction of a green sports tourism demonstration city, a comprehensive tourism pattern with efficient policies, complementary resources, and smooth transportation will be formed.

WO2: Utilizing digital management and intelligent monitoring to address the shortcomings of public facilities; By combining immersive experiences, night economy, and event learning, we aim to develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually break away from "ticket dependence", and enhance the overall consumption level.

WO3: Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection; At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture", and enhancing the brand value of HengYang in green tourism and sustainable development.

WO4: Based on school local cooperation and competition learning platforms, cultivate composite tour guides, emergency rescue and foreign language talents; By introducing new product design and service etiquette training through the creative team, we aim to address the shortcomings of uneven service and lack of unique brands, and comprehensively enhance tourists' sense of security, satisfaction, and stickiness to HengYang tourism.

(4) WT strategy

WT1: Establish a cross departmental linkage mechanism, simplify the approval process, and enhance investment confidence; At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable.

WT2: Integrate dispersed resources and launch a composite product of "sports with culture with seasonal experience" to reduce off-season idle and homogeneous competition. By creating unique 'differentiated IPs', attracting target customers and enhancing market competitiveness.

WT3: Introducing smart transportation and ecological protection measures at key transportation nodes to alleviate peak season pressure, while setting up deep consumption scenarios (cultural and creative, sports experience, night tourism economy) to increase tourist stay time and consumption.

WT4: Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally friendly construction; At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents (foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.

4.3 Validity of HengYang City's Sports Tourism Development

Strategies to Enhance the Tourist Attractions

4.3.1 Connoisseurship

To assess the feasibility of the author' proposed sports tourism development strategies in enhancing the attractiveness of HengYang's scenic spots, this phase will utilize an expert review process. The author invited 9 experts, including 3 professors from Central South University of Forestry and Technology and HengYang Normal University , as well as the directors and deputy directors of HengYang Municipal Bureau of Culture, Tourism, Radio, Television, and Sports, and the director of the Gouloufeng tourism attraction management center. In addition, the general manager of

the travel agency and local tour guide representatives participated in this evaluation, along with local tour guide representatives, for a total of nine experts to participate in the review process, aiming to optimize and refine the proposed strategies. The expert review results are as follows:

Table 18: Connoisseurship results.

Strategy	Expert Advice	Improvement
SO1. Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti Japanese War Site" to enhance the overall tourism attractiveness.	Experts unanimously suggested that the SO1 strategy is correct in direction and highly feasible, and can give full play to the advantages of HengYang's landscape and red culture to create a complex tourism route with sports characteristics.	
SO2: Utilizing the advantages of high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with	Experts unanimously suggested that the SO2 strategy is in line with the Healthy China strategy and the direction of national fitness, and is highly feasible in practice.	

Strategy	Expert Advice	Improvement
sports with culture" to attract leisure vacation and health and wellness travelers.		
SO3: Leveraging HengYang's educational and research resources and cultural heritage, taking advantage of digital and smart tourism opportunities, we aim to create a distinctive brand of "smart cultural tourism with art and sports", promote smart services, digital guidance, and interactive experiences in tourism attractions, and form differentiated competitive advantages.	Experts suggested that SO3 strategic direction is correct, aligning with the trend of integrating smart cultural tourism with sports. However, the term "arts and sports" is unclear. They suggested changing it to "culture and sports" or "sports and art integration" to reflect the integration of HengYang's humanities and sports.	New SO3: Leverage HengYang's educational and scientific research resources and cultural heritage, capitalize on digitalization and smart tourism opportunities, create a distinctive brand of "smart cultural tourism with culture and sports", promote smart services, digital guides and interactive experiences in scenic spots, and form a differentiated competitive advantage.
SO4: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism",	Experts suggested that the SO4 strategy is in line with HengYang's characteristics and the trend of integration of culture, sports and tourism, and has strong feasibility and market potential.	

Strategy	Expert Advice	Improvement
expand markets both inside and outside the province, and improve tourists' stay time and consumption level.		
ST1: Relies on the natural landscape and cultural resources advantages of HengYang City, as well as the location conditions of the central southern transportation hub, to accelerate approval and implementation efficiency with policy and financial support. By developing high value-added and multi-level consumer products, reducing "ticket dependence", enhancing capital return rate, attracting sustained inflow of social capital, and avoiding diversion from Changsha, Chenzhou and other places.	Experts suggested that the ST1 strategy be reworded from "attracting a sustained inflow of social capital" to "attracting investment" to convey a more standardized policy orientation. Furthermore, the rather passive formulation of "avoiding being diverted by Changsha, Chenzhou, and other place" should be replaced with "strengthening tourist linkages and cooperation with Changsha, Chenzhou, and other areas" to reflect a proactive approach to regional coordinated development.	New ST1: Leveraging HengYang's natural and cultural resources, as well as its strategic location as a transportation hub in central and southern China, the city will accelerate approval and fulfillment efficiency with policy and financial support. By developing high-value-added, multi-tiered consumer products, the city will reduce ticket dependency, enhance capital returns, attract investment, and strengthening tourist linkages and cooperation with Changsha, Chenzhou, and other areas, ultimately promoting the overall development of regional sports tourism.
ST2: Taking advantage of HengYang's rich landscape	Experts suggested that the ST2 strategy has a clear	

Strategy	Expert Advice	Improvement
culture and multi customer segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development. Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports", enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features".	positioning and can highlight the differentiated characteristics of HengYang sports tourism under the premise of ecological protection. It has a feasible direction and prominent focus.	
ST3: Leverage the advantages of integrated management of HengYang's public sports venues and the interconnectedness of the industry chain, establish a cross-departmental safety supervision and emergency response mechanism, and strengthen the management of transportation and tourism	Experts suggested that the ST3 strategy has a complete structure and its measures are operational, which can effectively improve the safety and service experience of HengYang sports tourism.	

Strategy	Expert Advice	Improvement
attraction integration. Through the full-chain collaboration of "catering with accommodation with transportation with cultural and creative industries," we will disperse the pressure of concentrated travel during peak season, reduce the risk of safety accidents and congestion, and enhance tourists' sense of security and satisfaction.		
ST4: Relying on talent training platforms in cooperation with universities, we promote comprehensive projects such as research, competitions, and scientific research, attract high-end talents to stay in HengYang, and avoid being siphoned off by provincial capital cities. At the same time, through innovation driven and phased pilot mechanisms, the market carrying capacity is taken into account in product promotion, the risk of trial and error is reduced, and a	Experts affirmed the practicality of the ST4 strategy in talent development, project promotion, and risk control. They recommended supplementing it with government preferential policies such as talent support and project subsidies, and deleting the phrase "avoiding being siphoned off by provincial capitals" to focus the strategy more on proactive development.	New ST4: Leveraging the government's preferential policies for talent introduction and talent development platforms established through collaboration with universities, we will promote integrated programs such as research and study tours, sports events, and scientific research to attract high-end talent to HengYang. Furthermore, through innovation-driven and phased pilot programs, we

Strategy	Expert Advice	Improvement
virtuous cycle of "talent product market" is formed to ensure the long-term sustainable development of HengYang tourism.		will consider market capacity when promoting products, reduce the risk of trial and error, and establish a virtuous cycle of "talent-product-market" to ensure the long-term sustainable development of HengYang's tourism.
WO1: Taking the Hunan Provincial Tourism Development Conference as an opportunity, promote the standardization of policy interpretation and the improvement of approval efficiency; At the same time, we will strengthen the integration and development of core IPs such as Hengshan and Xiangjiang, connect single point resources, and improve the "last mile" transportation gap. Combining with the construction of a green sports tourism demonstration city, a comprehensive tourism pattern with efficient policies, complementary resources,	Experts are satisfied with the WO1 strategy, believing that it takes the Provincial Tourism Development Conference as an opportunity to accurately grasp the key links of policies, resources, and transportation, conforms to HengYang's reality, and has strong practical significance and operability.	New WO1: Leveraging the Hunan Provincial Tourism Development Conference, we will promote unified policy interpretation and streamlined approval processes. We will strengthen the integrated development of core IPs such as those in Hengshan and Xiangjiang River, connecting single-point resources. We will introduce smart transportation and ecological protection initiatives at key transportation nodes to address shortcomings in the "last mile" of

Strategy	Expert Advice	Improvement
and smooth transportation will be formed.		transportation. Combined with the development of a green sports tourism demonstration city, we will foster a comprehensive tourism landscape characterized by effective policies, complementary resources, and smooth transportation.
WO2.Utilizing digital management and intelligent monitoring to address the shortcomings of public facilities; By combining immersive experiences, night economy, and event learning, we aim to develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually break away from "ticket dependence", and enhance the overall consumption level.	Experts recognized WO2's strategy of improving facilities and boosting consumption, as well as its targeted approach of breaking ticket-reliant spending through digital management and distinctive products. They also noted overlap with ST1's approach of reducing ticket-reliant spending and boosting consumption, suggesting strengthening WO2's unique combination of "digitalization with immersive experiences with nighttime economy" to clearly differentiate it from	New WO2: Use digital management and intelligent monitoring to make up for the shortcomings of public facilities; combine immersive experience, night economy, and event study, add in-depth consumption scenarios such as cultural and creative industries and sports experience, develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually get rid of "ticket dependence",

Strategy	Expert Advice	Improvement
	ST1.	and improve the overall consumption level.
WO3.Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection; At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture", and enhancing the brand value of HengYang in green tourism and sustainable development.	Experts suggested that this strategy can effectively reduce the pressure on enterprises and enhance tourists' awareness of environmental protection, and is an effective path to green development; at the same time, combining green sports tourism with health and wellness products can accurately enhance HengYang's green tourism and sustainable development brand value, which is in line with industry trends and actual needs and is highly practical.	
WO4.Based on school local cooperation and competition learning platforms, cultivate composite tour guides, emergency rescue and foreign language talents; By introducing new product design and service etiquette training through the creative	Experts expressed satisfaction with the WO4 strategy, believing that it relies on school-local cooperation and event research and study platforms to cultivate compound talents to solve service shortcomings in	

Strategy	Expert Advice	Improvement
team, we aim to address the shortcomings of uneven service and lack of unique brands, and comprehensively enhance tourists' sense of security, satisfaction, and stickiness to HengYang tourism.	tourism, meets the needs of HengYang's sports tourism service upgrades, and has strong practical value.	
WT1.Establish a cross departmental linkage mechanism, simplify the approval process, and enhance investment confidence; At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable.	Experts expressed satisfaction with the WT1 strategy, believing that its series of measures to establish a cross-departmental linkage mechanism to simplify approvals and improve infrastructure and transportation shortcomings can effectively ensure the overall stable operation of HengYang Sports Tourism tourism attraction, meet actual development needs and are highly practical.	
WT2: Integrate dispersed resources and launch a composite product of "sports with culture with seasonal	Experts expressed satisfaction with WT2's strategy, believing that by integrating dispersed	

Strategy	Expert Advice	Improvement
experience" to reduce off-season idle and homogeneous competition. By creating unique 'differentiated IPs', attracting target customers and enhancing market competitiveness.	resources to launch complex products, it can accurately solve the problems of idleness during the off-season and homogeneous competition. It is in line with industry development laws and local realities, and has a clear implementation path and practical value.	
WT3.Introducing smart transportation and ecological protection measures at key transportation nodes to alleviate peak season pressure, while setting up deep consumption scenarios (cultural and creative, sports experience, night tourism economy) to increase tourist stay time and consumption.	Experts think that the smart transportation and consumption enhancement elements of the WT3 strategy overlap with WO1's improvement of transportation shortcomings and WO2's improvement of consumption levels. They recommend integrating the core elements of WT3 into WO1 and WO2 to avoid duplication. They recommend deleting these elements after integration.	
WT4.Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally	Experts suggested that the concept of "ecological protection" should be deeply integrated into talent	New WT4: Leveraging green ecology as a differentiated advantage for HengYang's

Strategy	Expert Advice	Improvement
friendly construction; At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents (foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.	training, so that compound talents such as foreign language tour guides and outdoor safety personnel have both professional capabilities and ecological awareness, convey protection concepts and implement environmental protection measures in practice, and strengthen the coordinated drive of ecology and talents.	sports tourism, we will promote environmentally friendly development. Simultaneously, we will establish a school-local partnership mechanism to integrate ecological protection requirements into the cultivation of interdisciplinary talent (foreign language tour guides, outdoor safety, and event planning), ensuring that these professionals possess both professional competence and environmental awareness. Through this dual drive of "ecological development with ecologically oriented talent," we will enhance the core competitiveness and sustainable development capabilities of scenic spots.

Overall, the nine experts agreed that the proposed strategy is highly feasible, consistent with the current state of HengYang City's sport tourism industry and meets future development needs. However, some strategies still require appropriate adjustments and optimization. Following the experts' recommendations, the finalized strategies include: 4 SO strategies, 4 ST strategies, 4 WO strategies, and 3 WT strategies, as follows:

(1) SO Strategy

SO1: Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti Japanese War Site" to enhance the overall tourism attractiveness.

SO2: Utilizing the advantages of a high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with sports with culture" to attract leisure vacation and health and wellness travelers.

SO3: Leverage HengYang's educational and scientific research resources and cultural heritage, capitalize on digitalization and smart tourism opportunities, create a distinctive brand of "smart cultural tourism with culture and sports," promote smart services, digital guides and interactive experiences in scenic spots, and form a differentiated competitive advantage.

SO4: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism," expand markets both inside and outside the province, and improve tourists' stay time and consumption level.

(2) ST Strategy

ST1: Leveraging HengYang's natural and cultural resources, as well as its strategic location as a transportation hub in central and southern China, the city will accelerate approval and fulfillment efficiency with policy and financial support. By developing high-value-added, multi-tiered consumer products, the city will reduce ticket dependency, enhance capital returns, attract investment, and strengthening tourist linkages and cooperation with Changsha, Chenzhou, and other areas, ultimately promoting the overall development of regional sports tourism.

ST2: Taking advantage of HengYang's rich landscape culture and multi customer segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development.

Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports," enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features."

ST3: Leverage the advantages of integrated management and industrial chain linkage of public sports venues in HengYang, establish cross departmental safety supervision and emergency mechanisms, and strengthen the connection management between transportation and scenic spots. Through the full chain collaboration of "catering with accommodation with transportation with cultural and creative," the concentrated travel pressure during peak season is dispersed, the risk of safety accidents and congestion is reduced, and the sense of safety and satisfaction of tourists is improved.

ST4: Leveraging the government's preferential policies for talent introduction and talent development platforms established through collaboration with universities, we will promote integrated programs such as research and study tours, sports events, and scientific research to attract high-end talent to HengYang. Furthermore, through innovation-driven and phased pilot programs, we will consider market capacity when promoting products, reduce the risk of trial and error, and establish a virtuous cycle of "talent-product-market" to ensure the long-term sustainable development of HengYang's tourism.

(3) WO Strategy

WO1: Leveraging the Hunan Provincial Tourism Development Conference, we will promote unified policy interpretation and streamlined approval processes. We will strengthen the integrated development of core IPs such as those in Hengshan and Xiangjiang River, connecting single-point resources. We will introduce smart transportation and ecological protection initiatives at key transportation nodes to address shortcomings in the "last mile" of transportation. Combined with the development of a green sports tourism demonstration city, we will foster a comprehensive tourism landscape characterized by effective policies, complementary resources, and smooth transportation.

WO2: Use digital management and intelligent monitoring to make up for the shortcomings of public facilities; combine immersive experience, night economy, and

event study, add in-depth consumption scenarios such as cultural and creative industries and sports experience, develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually get rid of "ticket dependence," and improve the overall consumption level.

WO3: Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection; At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture," and enhancing the brand value of HengYang in green tourism and sustainable development.

WO4: Based on school local cooperation and competition learning platforms, cultivate composite tour guides, emergency rescue and foreign language talents; By introducing new product design and service etiquette training through the creative team, we aim to address the shortcomings of uneven service and lack of unique brands, and comprehensively enhance tourists' sense of security, satisfaction, and stickiness to HengYang tourism.

(4) WT strategy

WT1: Establish a cross departmental linkage mechanism, simplify the approval process, and enhance investment confidence; At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable.

WT2: Integrate dispersed resources and launch a composite product of "sports with culture with seasonal experience" to reduce off-season idle and homogeneous competition. By creating unique 'differentiated Ips,' attracting target customers and enhancing market competitiveness.

WT3: Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally friendly construction; At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents

(foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.



Chapter 5

Conclusion Discussion And Recommendation

This study aimed to explore the current status of sports tourism development in HengYang City, develop sports tourism development strategies to enhance the attractiveness of scenic spots, and verify the feasibility of these strategies. Using a research-based approach and drawing on relevant domestic and international research findings, the study collected quantitative data from 384 visitors to major scenic spots in HengYang through a questionnaire survey. Qualitative data was also obtained through interviews with 15 interviewees, including leaders and staff of the HengYang Municipal Tourism Bureau, scenic spot managers, tourism business operators, community residents, and tour guides. The qualitative data were first analyzed using descriptive statistics, followed by in-depth interpretation using content analysis. Subsequently, this study integrated the quantitative and qualitative data to conduct a SWOT analysis, systematically assessing the strengths, weaknesses, opportunities, and challenges of the leisure tourism industry in HengYang City. Based on the TOWS matrix framework, a scheme for planning tourism routes was developed, encompassing 4 strength-opportunity strategies (SO), 4 strength-threat strategies (ST), 4 strength-weakness strategies (WO), and 3 weakness-threat strategies (WT).

5.1 Research Conclusions

5.1.1 Conclusion of the Current Status of Sports Tourism in HengYang City

Overall, HengYang is a city rich in sports tourism resources and possesses enormous development potential. However, these resources have not yet been fully developed and utilized, and various issues exist to varying degrees. For sports tourism tourists, the attractiveness of HengYang's tourist attractions needs to be further enhanced, primarily in the following areas:

(1) Sports tourism tourists' situation

In terms of demographic structure, there is no significant difference in the overall

number of men and women. The age group is mainly 19-30 years old. The geographical distribution is mainly from mainland China, outside Hunan Province. The majority of the occupational composition is comprised of employees of enterprises and institutions. Tourists who earn a monthly income of 5,001 to 10,000 yuan represent the largest group.

The largest proportion of tourists have experienced 3-5 trips in the past 12 months, indicating a stable tourism consumption base. Most tourists travel for entertainment and socializing as their main purpose, and their main channels for obtaining information are short video platforms such as TikTok and Kuaishou. Regular participants account for the highest proportion of participants in tourism and the largest number of people traveling with their families.

(2) Strength of Sports Tourism

Currently, the strength of HengYang's sports tourism are mainly reflected in the following 8 aspects:

S1. Various administrative departments in HengYang City have implemented various sports tourism preferential policies, and the funding will continue to significantly increase.

S2. HengYang City has abundant natural and cultural landscape resources, with complete types, suitable for tourists from Hunan Province and other regions to come and visit.

S3. HengYang City has a strong foundation in public sports venues, and has promoted the integration of "construction operation maintenance" and cross departmental cooperation, with strong management and service capabilities.

S4. Various sports tourism products are abundant, with segmented products targeting multiple customer groups such as student research, enterprise expansion, parent-child interaction, elderly health care, and youth extreme.

S5. The development of sports tourism drives the expansion of chains such as catering, transportation, homestays, cultural and creative industries, and job opportunities.

S6. HengYang City is a transportation hub in central and southern China, with high-speed rail connecting 19 provincial capitals and a wide range of routes to Nanyue Airport. It has convenient highways and has formed a "half-hour sports tourism circle."

S7. HengYang City attaches great importance to ecological protection, and enterprises and scenic spots have established mechanisms such as garbage classification and blacklisting. The vegetation restoration situation is good.

S8. We have reached cooperation agreements with universities within the province to cultivate specialized and versatile talents in sports tourism. Carry out rotation training and interdisciplinary training for practitioners.

(3) Weakness of Sports Tourism

Currently, the weaknesses of HengYang's sports tourism are reflected in the 8 aspects:

W1. Discounts in policy implementation and inconsistent interpretations of policies: The approval process for various policies is cumbersome and inefficient.

W2. Sports tourism resources are abundant but mostly single-point activities with weak linkage; Water projects have strong seasonality and insufficient professional support.

W3. There are obvious shortcomings in the indication system, toilets, and maintenance; Lack of AED and other rescue deployment points; unclear responsibility boundaries and homogeneous construction.

W4. Sports tourism products lack uniqueness. Lack of well-known brands, short stay time for tourists, and insufficient consumption conversion.

W5. The average unit price is relatively low, and there is insufficient secondary consumption and high-end supply. Some areas still have a "ticket mentality" and lack innovation.

W6. Some scenic spots have low "last mile" and transfer efficiency, and parking is tight during peak seasons.

W7. The density of garbage bins and the instability of tourists' self-awareness; the high cost of environmental protection puts operational pressure on small and medium-sized enterprises. Wait. There is a shortage of versatile talents, with shortcomings in field emergency and foreign language tour guides or insufficient reserves of sports knowledge and uneven service etiquette.

(4) Opportunity of Sports Tourism

Currently, the sports tourism opportunities in HengYang are mainly reflected in the following 7 aspects:

O1. With the Hunan Provincial Tourism Development Conference (HengYang, 2024) as a window, special funds, policy pilots, and provincial-level exposure are actively developing.

O2. Natural and cultural resources such as Mount Heng in NanYue, the waters of the Xiangjiang River, and historical cities of the Anti Japanese War have the potential to create core IPs.

O3. Digital management and intelligent monitoring are just beginning in the national sports tourism industry, and HengYang has room for advancement.

O4. Tourists' expectations for technological interaction and differentiated supply are increasing, and immersive and night economy are in line with new consumption trends.

O5. Emerging models such as event economy, study abroad, and live streaming e-commerce are rapidly developing.

O6. Taking the Tourism Development Conference as an opportunity to create a green sports tourism demonstration city and promote a new model of ecological sports tourism.

O7. School local cooperation and emerging job demands provide HengYang with the conditions to attract and cultivate versatile talents.

(5) Threat of Sports Tourism

Currently, threat of sports tourism in HengYang City are primarily reflected in the following 8 aspects: T1. If the approval, implementation, and caliber are not improved, the participation of social capital will decrease; Competition with policies in Changsha, Chenzhou and other places may lead to project outflow. T2. Disorderly development leads to ecological damage and homogenization; Seasonal water projects have resulted in an imbalance of tourists and idle projects. T3. Once a safety accident risk occurs, it may cause an impact on public opinion, urban image, and market trust. T4. Products without characteristics, innovation, or branding have no core competitiveness and will be replaced by other excellent competitors. T5. The sustained low unit price and "ticket dependence" will limit the growth of economic benefits, and insufficient participation of social capital will make it difficult to inject vitality into the market. T6. Overreliance on public transportation, poor connectivity with tourism attractions, and peak season congestion. T7. The perennial population outflow has led to high-end talents being

siphoned off from provincial capitals and first tier cities. T8. The reform model currently being promoted still needs to be tested by the market. If the promotion does not match the carrying capacity, it can easily lead to reputation risks and resource waste.

5.1.2 Strategy for sports tourism to enhance tourist attractions in HengYang city

Using SWOT analysis and TOWS matrix techniques, author propose strategies for developing sports tourism in HengYang City to enhance its attractiveness as a tourist attraction. These strategies include 4 SO strategies, 4 ST strategies, 4 WO strategies, and 3 WT strategies. Details are as follows:

(1) SO Strategy

SO1: Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti Japanese War Site" to enhance the overall tourism attractiveness.

SO2: Utilizing the advantages of high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with sports with culture" to attract leisure vacation and health and wellness travelers.

SO3: Leveraging HengYang's educational and research resources and cultural heritage, taking advantage of digital and smart tourism opportunities, we aim to create a distinctive brand of "smart cultural tourism with art and sports", promote smart services, digital guidance, and interactive experiences in tourism attractions, and form differentiated competitive advantages.

SO4: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism", expand markets both inside and outside the province, and improve tourists' stay time and consumption level.

(2) ST Strategy

ST1: Relies on the natural landscape and cultural resources advantages of

HengYang City, as well as the location conditions of the central southern transportation hub, to accelerate approval and implementation efficiency with policy and financial support. By developing high value-added and multi-level consumer products, reducing "ticket dependence," enhancing capital return rate, attracting sustained inflow of social capital, and avoiding diversion from Changsha, Chenzhou and other places.

ST2: Taking advantage of HengYang's rich landscape culture and multi customer segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development. Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports," enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features."

ST3: Leverage the advantages of integrated management and industrial chain linkage of public sports venues in HengYang, establish cross-departmental safety supervision and emergency mechanisms, and strengthen the connection management between transportation and scenic spots. Through the full chain collaboration of catering, accommodation, transportation, and cultural and creative services, we can disperse concentrated travel pressure during peak seasons, reduce the risk of safety accidents and congestion, and enhance the sense of safety and satisfaction among tourists.

ST4: Relying on talent training platforms in cooperation with universities, we promote comprehensive projects such as research, competitions, and scientific research; attract high-end talents to stay in HengYang, and avoid being siphoned off by provincial capital cities. At the same time, through innovation-driven and phased pilot mechanisms, the market carrying capacity is taken into account in product promotion, the risk of trial and error is reduced, and a virtuous cycle of "talent product market" is formed to ensure the long-term sustainable development of HengYang tourism.

(3) WO Strategy

WO1: Taking the Hunan Provincial Tourism Development Conference as an opportunity, promote the standardization of policy interpretation and the improvement of approval efficiency; At the same time, we will strengthen the integration and development of core IPs such as Hengshan and Xiangjiang, connect single-point

resources, and improve the "last mile" transportation gap. Combined with the construction of a green city for sports tourism, a comprehensive tourism pattern with efficient policies, complementary resources, and smooth transportation will be formed.

WO2: Utilizing digital management and intelligent monitoring to address the shortcomings of public facilities; By combining immersive experiences, night economy, and event learning, we aim to develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually break away from "ticket dependence," and enhance the overall consumption level.

WO3: Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection; At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture," and enhancing the brand value of HengYang in green tourism and sustainable development.

WO4: Aim to address the shortcomings of uneven service and the lack of unique brands by cultivating composite tour guides, emergency rescue personnel, and foreign language talents through school-local cooperation and competition learning platforms; additionally, we will introduce new product design and service etiquette training via the creative team to comprehensively enhance tourists' sense of security, satisfaction, and loyalty to HengYang tourism.

(4) WT strategy

WT1: Establish a cross departmental linkage mechanism, simplify the approval process, and enhance investment confidence; At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable.

WT2: Integrate dispersed resources and launch a composite product of "sports with culture with seasonal experience" to reduce off-season idle and homogeneous competition. By creating unique 'differentiated IPs', attracting target customers and enhancing market competitiveness.

WT3: Introducing smart transportation and ecological protection measures at key transportation nodes to alleviate peak season pressure, while setting up deep consumption scenarios (cultural and creative, sports experience, night tourism economy) to increase tourist stay time and consumption.

WT4: Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally friendly construction; At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents (foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.

5.1.3 Conclusions on the Strategic Evaluate of Developing Sports Tourism in HengYang to Enhance the Tourist Attractions

Overall, the nine experts agreed that the proposed strategy is highly feasible, consistent with the current state of HengYang City's leisure tourism industry and meeting future development needs. However, some strategies still require appropriate adjustments and optimization. Following the experts' recommendations, the finalized strategies include: 4 SO strategies, 4 ST strategies, 4 WO strategies, and 3 WT strategies, as follows:

(1) SO Strategy

SO1: Based on the rich mountain and water resources and red cultural heritage of HengYang, combined with national and provincial policy support and opportunities for tourist overflow in the Greater Bay Area, we will create a composite tourism route of "Nanyue Hengshan Xiangjiang Culture Anti-Japanese War Site" to enhance the overall tourism attractiveness.

SO2: Utilizing the advantages of high-quality ecological environment and sports tourism development, combined with the Healthy China strategy and the health and leisure needs of middle-aged and elderly people, develop an integrated immersive experience product of "health and wellness with sports with culture" to attract leisure vacation and health and wellness travelers.

SO3: Leverage HengYang's educational and scientific research resources and cultural heritage, capitalize on digitalization and smart tourism opportunities, create a distinctive brand of "smart cultural tourism with culture and sports," promote smart services, digital guides and interactive experiences in scenic spots, and form a

differentiated competitive advantage.

SO4: Combining the Nanyue Temple Fair, Yancheng Folk Festivals, and sports events, relying on the city's location and transportation advantages and cultural tourism integration policy support, we aim to create a cultural, sports, and tourism integration brand of "events with festivals with tourism," expand markets both inside and outside the province, and improve tourists' stay time and consumption level.

(2) ST Strategy

ST1: Leveraging HengYang's natural and cultural resources, as well as its strategic location as a transportation hub in central and southern China, the city will accelerate approval and fulfillment efficiency with policy and financial support. By developing high-value-added, multi-tiered consumer products, the city will reduce ticket dependency, enhance capital returns, attract investment, and strengthen tourist collaboration and cooperation with Changsha, Chenzhou, and other cities, ultimately promoting the overall development of regional sports tourism.

ST2: Taking advantage of HengYang's rich landscape culture and multi customer segmentation product advantages, we adhere to ecological priority in development to avoid resource destruction and product idleness caused by disorderly development. Creating distinctive brands through differentiated combinations such as "red culture with health and wellness experience with extreme sports", enhancing irreplaceable market competitiveness, and breaking through the competitive disadvantage of "no distinctive features".

ST3: Leverage the advantages of integrated management and industrial chain linkage of public sports venues in HengYang, establish cross departmental safety supervision and emergency mechanisms, and strengthen the connection management between transportation and scenic spots. Through the full chain collaboration of "catering with accommodation with transportation with cultural and creative," the concentrated travel pressure during peak season is dispersed, the risk of safety accidents and congestion is reduced, and the sense of safety and satisfaction of tourists is improved.

ST4: Leveraging the government's preferential policies for talent introduction and talent development platforms established through collaboration with universities, we will promote integrated programs such as research and study tours, sports events, and

scientific research to attract high-end talent to HengYang. Furthermore, through innovation-driven and phased pilot programs, we will consider market capacity when promoting products, reduce the risk of trial and error, and establish a virtuous cycle of "talent-product-market" to ensure the long-term sustainable development of HengYang's tourism.

(3) WO Strategy

WO1: Leveraging the Hunan Provincial Tourism Development Conference, we will promote unified policy interpretation and streamlined approval processes. We will strengthen the integrated development of core IPs such as those in Hengshan and Xiangjiang River, connecting single-point resources. We will introduce smart transportation and ecological protection initiatives at key transportation nodes to address shortcomings in the "last mile" of transportation. Combined with the development of a green sports tourism demonstration city, we will foster a comprehensive tourism landscape characterized by effective policies, complementary resources, and smooth transportation.

WO2: Use digital management and intelligent monitoring to make up for the shortcomings of public facilities; combine immersive experience, night economy, and event study, add in-depth consumption scenarios such as cultural and creative industries and sports experience, develop differentiated sports tourism products with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually with HengYang characteristics, extend tourists' stay time, promote secondary consumption, gradually get rid of "ticket dependence," and improve the overall consumption level.

WO3: Introduce environmental education and smart cleaning facilities through core scenic spots to reduce the pressure on enterprises and enhance tourists' awareness of environmental protection. At the same time, combining green sports tourism with health and leisure products, promoting the innovative model of "ecology with sports with culture," and enhancing the brand value of HengYang in green tourism and sustainable development.

WO4: Based on school local cooperation and competition learning platforms, cultivate composite tour guides, emergency rescue and foreign language talents; by introducing new product design and service etiquette training through the creative team,

we aim to address the shortcomings of uneven service and lack of unique brands, and comprehensively enhance tourists' sense of security, satisfaction, and stickiness to HengYang tourism.

(4) WT strategy

WT1: Establish a cross-departmental linkage mechanism, simplify the approval process, and enhance investment confidence. At the same time, in response to the problems of weak infrastructure and low traffic efficiency, we will improve intelligent guidance and emergency plans. By avoiding the public opinion risks of sudden events and relying solely on economic factors, the overall operation of the tourism attraction is ensured to be more stable.

WT2: Integrate dispersed resources and launch a composite product of "sports with culture with seasonal experience" to reduce off-season idleness and homogeneous competition. By creating unique 'differentiated IPs', attracting target customers and enhancing market competitiveness.

WT3: Take green ecology as the differentiation advantage of HengYang tourism and promote environmentally friendly construction. At the same time, establish a school local cooperation mechanism to cultivate versatile sports tourism talents (foreign language tour guides, outdoor safety, event planning). By driving both ecology and talent, gradually enhance the core competitiveness of the tourism attraction.

5.2 Research Discussion

5.2.1 Discussion of the Current Status of Sports Tourism Development in HengYang City with Previous Studies

The research results on the current situation of sports tourism in HengYang City will be compared with previous studies, the common points in the development of sports tourism in HengYang City will be analyzed, and the future development of tourism in HengYang City will be discussed.

This study found that HengYang's sports tourism development shares certain similarities with relevant research in other regions of China in terms of visitor demographics, resource development potential, and development bottlenecks. Zheng (2015) noted that the limited availability of sports tourism products, low-level project layout, and talent shortage are the main constraints to the industry's development. This

aligns with the current situation in HengYang, where some scenic spots suffer from product homogeneity and lack high-value-added sports tourism projects (W4, W7). Depin (2016), in his research on sports and cultural tourism in Shanxi, emphasized the importance of fully tapping into regional characteristics and sports and cultural resources. This provides theoretical support for the development of a complex itinerary encompassing "*Nanyue Hengshan - Xiangjiang River Culture - Anti-Japanese War Sites*" in HengYang (S2, O2).

Shujuan (2018) argued that the sports tourism industry needs to prioritize experiential and sustainable development, while broadening financing channels and promoting the cultivation of professional talent. This aligns closely with HengYang's strategy of developing integrated "health care with sports with culture" products (SO2, ST3). Shijun (2020) points out that strengthening ecological and environmental awareness, improving infrastructure, and cross-industry integration are key directions for the development of rural sports tourism, providing a reference for the development of green sports tourism and low-carbon leisure in HengYang (S7, WT3). Zhenjing (2023), through a SWOT-AHP analysis, suggests that abundant natural resources and distinct ethnic cultural characteristics are core advantages, while weak infrastructure, talent shortages, and insufficient industrialization are major disadvantages. She also emphasizes the importance of ecological protection and industrial integration development strategies, which echoes the smart cultural tourism development and event and festival integration (SO3, SO4) proposed in this study (S1, S2, T2).

5.2.2 Discussion of HengYang City's Sports Tourism Development Strategies

This study focuses on the development of HengYang's sports tourism resources and the optimization of the integration of culture, sports, and tourism. Based on a SWOT analysis and the TOWS matrix model, it proposes four strategic directions: SO, ST, WO, and WT. Comparison with previous studies reveals strong agreement on ecological resource protection, sports tourism product innovation, and industry collaborative development. However, some differences remain in policy implementation models and social capital infusion mechanisms, primarily due to HengYang's unique regional positioning and red cultural resources.

Regarding strategies SO1 and SO3, this study aligns with the conclusions of Depin (2016) and Jin (2016), both of which emphasize leveraging local landscape and cultural

resources to develop integrated sports tourism products, which can enhance visitor experience and length of stay. This study further proposes an innovative approach that combines an immersive "health with sports with culture" experience with smart cultural tourism services, which is more regionally distinctive and market oriented.

Strategy ST3 aligns with Quan (2021). Its recommendations for improving cross-departmental safety management and service systems echo this study's strategies for integrating tourism attraction transportation, ensuring full-chain safety, and establishing emergency response mechanisms, thereby enhancing visitor safety and satisfaction. Strategy WO3 emphasizes digital empowerment and the integration of green and ecological sports. Building on this, this study further proposes cultivating interdisciplinary talent through collaborative school-local collaboration, achieving a three-dimensional integration of content, services, and industry, and thus promoting the sustainable development of HengYang's sports tourism.

In summary, this study proposes a sports tourism development path that incorporates HengYang's characteristics, focusing on innovative ecological and cultural tourism integration, integrated product development, collaborative industry governance, and digital communication strategies. These strategies draw on previous research findings and incorporate HengYang's resource endowment and regional structure, forming a strategic system that integrates theory and practice. However, cross-departmental collaboration efficiency and social capital transformation still face risks. Further verification of the feasibility and cost-effectiveness of these strategies will be needed in the future to provide decision-making references for the high-quality development of HengYang's sports tourism.

5.2.3 Discussion of Connoisseurship Result

(1) Experts generally suggested that the term "arts and sports" in the SO3 strategy is unclear. They suggested changing it to "culture and sports" or "sports and art". This opinion aligns with Jin (2016) view in *"A Study on Coastal Sports Tourism under the Belt and Road Initiative,"* which proposes "using digital empowerment to promote the deep integration of sports and cultural leisure." Both emphasize the effect of technology and culture in promoting the sports tourism experience. Meanwhile, Quan (2021), in his study on leisure sports tourism in Hengqin Island, also points out that smart sports tourism products should be created through technological innovation and cultural

integration to strengthen tourists' sense of participation and emotional identification.

(2) Experts suggested that the ST1 strategy be reworded from "attracting a sustained inflow of social capital" to "attracting investment" to convey a more standardized policy orientation. Furthermore, the rather passive formulation of "avoiding being diverted by Changsha, Chenzhou, and other place" should be replaced with "strengthening tourist linkages and cooperation with Changsha, Chenzhou, and other areas" to reflect a proactive approach to regional coordinated development. This revision is highly consistent with Yu-jin (2019) view in that regional cooperation should be used to promote the integrated development of the sports tourism industry." In addition, Lu (2022) also emphasized in his research on high-quality sports tourism projects in the Yellow River Basin that diversified capital should be attracted to participate in the regional cultural tourism construction through policy coordination and optimization of investment mechanisms.

(3) In response to the ST4 strategy, experts recommended supplementing it with government preferential policies such as talent support and project subsidies, and deleting the phrase "avoiding being siphoned off by provincial capitals" to focus the strategy more on proactive development. This revision aligns closely with the conclusions of Shuai (2019) in *"A Study on the Development Strategy of Sports Tourism in Hubei Province - From the Perspective of Industrial Integration."* Furthermore Zhenjing (2023), in her study on the sports tourism strategy of Ganzi Prefecture, also proposed that a sound government incentive system should be established, and that regional tourism projects should be enhanced in terms of innovation and resilience through talent introduction, training subsidies, and tiered project support mechanisms.

(4) In response to the WT4 strategy experts suggested that the concept of "ecological protection" should be deeply integrated into talent training, so that compound talents such as foreign language tour guides and outdoor safety personnel have both professional capabilities and ecological awareness, convey protection concepts and implement environmental protection measures in practice, and strengthen the coordinated drive of ecology and talents. This suggestion is highly consistent with the research conclusions of Shijun (2020) on *"Rural Sports Tourism Development in the Low-Carbon Era."* Shi Jun pointed out that sports tourism professionals should become disseminators and implementers of green development concepts and promote the

sustainable development of the industry by strengthening environmental education and guiding low-carbon behavior.

5.3 Research Recommendation

Due to the author's limited research and practical experience, this study still has some shortcomings. However, the results have certain reference value for the development of sports tourism in other cities in my country and also provide ideas for the development of sports tourism in HengYang.

5.3.1 Recommendation for Applying Research Result

(1) This study provides practical recommendations for the development of sports tourism in HengYang, aiming to improve resource integration, enhance tourist attraction and satisfaction, and promote the coordinated development of culture, tourism, and sports.

(2) Relevant government departments should strengthen top-level planning and policy support, improve cross-departmental coordination, and guide social capital to participate in sports tourism in an orderly and sustainable manner.

(3) Tourism attraction managers should develop diversified sports tourism products based on local natural and cultural characteristics, avoid homogenization, and improve safety management to enhance visitor experience quality.

(4) Tourism enterprises and communities should promote integrated development of “sports with culture with tourism,” apply digital technologies, strengthen talent cultivation, and encourage public participation, so as to support the sustainable and high-quality development of HengYang’s sports tourism.

5.3.2 Recommendation for Further Research

The author offer the following four suggestions for future research:

(1) Research on leisure tourism development strategies in HengYang City.

Future research may focus on the optimization of leisure-oriented sports tourism strategies in HengYang, exploring how policy guidance, resource integration, and market demand jointly promote the transformation of sports tourism toward leisure, wellness, and vacation-oriented development.

(2) Research on sports tourism development models in HengYang City.

Further studies can systematically examine diversified development models such as

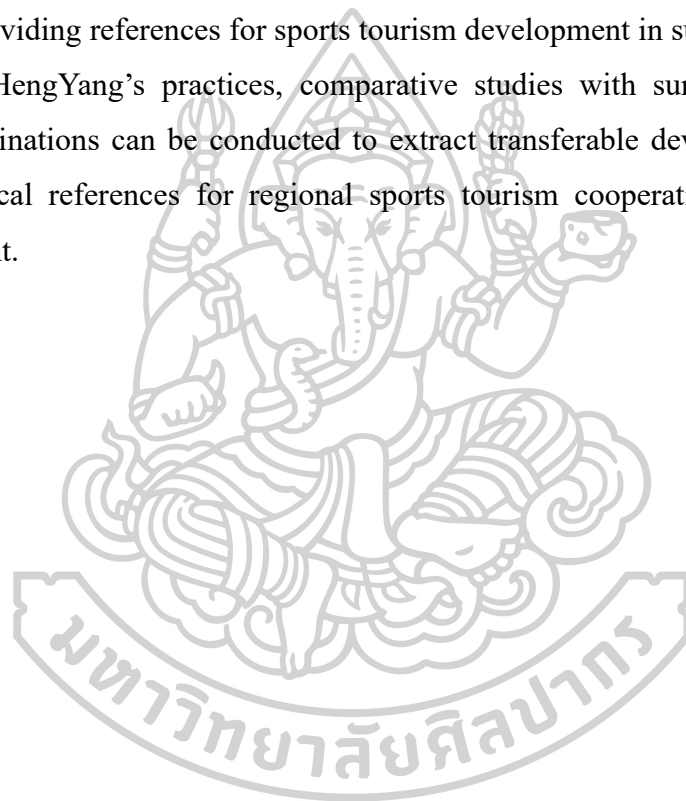
“sports with culture,” “sports with health,” and “sports with smart tourism,” and analyze their applicability and effectiveness under different resource conditions and market segments.

(3) Research on sports tourism experience mechanisms and quality evaluation.

Future research may explore how sports activities influence tourists’ emotional engagement, behavioral participation, and immersive experience, and establish an evaluation system for sports tourism experience quality, providing theoretical support for improving attraction and experiential value.

(4) Providing references for sports tourism development in surrounding cities.

Based on HengYang’s practices, comparative studies with surrounding cities and similar destinations can be conducted to extract transferable development paths and offer practical references for regional sports tourism cooperation and coordinated development.



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Appendix

Appendix A HengYang Sport Tourism Questionnaire

Hello, I am a Ph.D. student from Silpakorn University and am currently studying sports tourism in HengYang. In order to truly reflect your feelings about participating in sports tourism in HengYang City, I have designed a questionnaire for you. You can fill out a questionnaire and list the following situations that are relevant to you.

Sports tourism is the combination of sports and tourism fitness. For example, participating in activities such as hiking, swimming, trekking, cycling, marathons, and watching sports competitions in travel and sports-related projects, known as sports tourism.

The questionnaire does not require a name to be filled in, and there is no right or wrong answer. Please make sure to fill in the answer. I will keep the information confidential.

Thank you for your help and support!

PhD student: Chao Chao

Part 1: Basic Information

1. Your gender is:
 - ☐ males
 - ☐ Female
2. Your age belongs to:
 - ☐ 18 years old and under
 - ☐ 19 - 30 years old
 - ☐ 31 - 50 years old
 - ☐ 51 years of age and older
3. Your current permanent residence is:
 - ☐ HengYang City
 - ☐ Other cities in Hunan Province
 - ☐ Chinese mainland other provinces
 - ☐ Hong Kong, Macao, Taiwan

4. Your professional status is:

- ☐ Current students
- ☐ Corporate/Company Employees
- ☐ Staff of government agencies/public institutions
- ☐ Freelancers
- ☐ Retirees
- ☐ Other (please specify: _____)

5. Your average monthly income is about:

- ☐ 2,000 yuan and below
- ☐ 2001 - 5000 yuan
- ☐ 5,001 - 10,000 yuan
- ☐ more than 10,001 yuan

6. In the past 12 months, the number of times you have participated in leisure travel is about:

- ☐ 1 - 2 times
- ☐ 3 - 5 times
- ☐ 6 times or more

7. The main purpose of your participation in sports tourism is (you can choose more than one):

- ☐ Strengthens the body
- ☐ Social entertainment
- ☐ Parent-child education
- ☐ Cultural Experience
- ☐ Participation in sporting events
- ☐ Other (please specify: _____)

8. What channels do you usually use to obtain relevant information about HengYang sports tourism (multiple selections are allowed):

- ☐ Short video platforms such as Douyin/Kuaishou
- ☐ Travel sites such as Ctrip/Meituan
- ☐ Recommended by friends and family
- ☐ Official government propaganda
- ☐ Traditional media such as TV/newspapers

- ☐ Other (please specify: _____)

9. How much do you think you are involved in sports tourism:

- ☐ Deep Experiencers (often engaged and in-depth)
☐ Regular participants (occasional participation)
☐ Spectators (viewing only, not participating)
☐ potential participants (interested but not yet tried)

10. In what ways do you usually participate in sports tourism activities in HengYang:

- ☐ Alone
☐ Surround yourself with friends/colleagues
☐ With your family
☐ Participate in a tour group
☐ Other (please specify: _____)

Part 2: Sport Tourism

11. Through which channels did you learn about the sports tourism policies in HengYang City? (Multiple Choice)

- ☐ Government official website
☐ Social media
☐ News media
☐ Recommended by friends and family
☐ Never learned about

12. What sports tourism activities have you participated in in HengYang City? (Multiple Choice)

- ☐ Mountaineering/Hiking
☐ Water Sports
☐ Event Watching
☐ Cultural Experience
☐ Other_____

13. What do you think is the most unique sports tourism resource in HengYang City?

- ☐ Nanyue Hengshan

- ☐ Xiangjiang Water Area
- ☐ Traditional Sports Culture
- ☐ Other _____

14. What facilities do you most frequently use in sports tourism?

- ☐ Mountaineering Trail
- ☐ Water Sports Base
- ☐ Bicycle Path
- ☐ Event Venue
- ☐ Other _____

15. Which type of facility do you think needs to be prioritized for improvement?

- ☐ Transportation Connection
- ☐ Safety Rescue
- ☐ Sanitary Facilities
- ☐ Information Tour
- ☐ Rest Area

16. What type of sports tourism products do you prefer? (Multiple Choice)

- ☐ Natural exploration
- ☐ Event viewing
- ☐ Cultural experience
- ☐ Parent child interaction
- ☐ Other _____

17. What do you think is the most lacking aspect of the current product?

- ☐ Uniqueness
- ☐ Participation
- ☐ Professionalism
- ☐ Supporting Services
- ☐ Other _____

18. Who mainly organizes the sports tourism projects you participate in?

- ☐ Government agencies
- ☐ Tourism enterprises
- ☐ Community groups
- ☐ Individuals spontaneously

19. Who do you tend to turn to for help when encountering problems?

- ☐ Tourism attraction administrator
- ☐ Travel agency
- ☐ Local residents
- ☐ Resolve on their own

20. What is your per capita expenditure on sports tourism?

- ☐ <200 yuan
- ☐ 200-500 yuan
- ☐ 501-1000 yuan
- ☐ >1000 yuan

21. Is your consumption mainly used for? (Multiple Choice)

- ☐ Ticket
- ☐ Transportation
- ☐ Catering
- ☐ Accommodation
- ☐ Equipment Rental
- ☐ Other _____

22. What is your mode of transportation to HengYang sports tourism attractions?

- ☐ Self driving
- ☐ Public transportation
- ☐ Travel agency charter
- ☐ Other _____

23. Have you observed the following ecological conservation behaviors?

(Multiple Choice)

- ☐ Garbage classification
- ☐ Vegetation restoration
- ☐ Tourist flow restriction
- ☐ Not observed
- ☐ Other _____

Part 3: Development Strategies

Please rate the following based on your own feelings and tick the corresponding

number.

5 means "Strongly Agree"

4 means "Agree"

3 means "Neither Agree/Normal"

2 means "Disagree"

1 means "Strongly Disagree"

No.	Evaluation of the Development Strategy of Sports Tourism in HengYang City	Evaluation Rating				
		5	4	3	2	1
24	I think HengYang's current sports tourism policies (such as subsidies, publicity, etc.) are helpful in promoting the development of sports tourism.					
25	I think the approval process for sports tourism projects should be further simplified to promote their implementation.					
26	I feel that the cooperation among sports, culture, tourism, education and other departments has improved the quality of the tourism experience.					
27	I think tourism projects will be more attractive if they incorporate sports elements.					
28	I hope HengYang City can launch more technologically interactive sports tourism products (such as VR mountaineering).					
29	I think we should develop differentiated sports tourism products targeting different groups of people (such as teenagers and the elderly).					
30	I think the use of smart devices (such as holographic projection and VR glasses) can enhance the experience of sports tourism.					

31	I think that while developing sports tourism, we must give priority to ecological environmental protection.					
32	I support the establishment of tourism environmental protection incentive mechanisms to promote green tourism. (Such as electronic coupons, cultural and creative products in scenic spots)					
33	I think that HengYang's sports tourism venues, facilities and equipment can meet the needs of sports tourism.					
34	I think we need to strengthen the training of compound talents related to sports tourism (sports with tourism with first aid).					

Open-ended

35. Do you have any other suggestions for the development of sports tourism in HengYang?

Appendix B Interview outline for HengYang sports tourism

Dear Ms./Mr.

Hello! I am a PhD student majoring in Recreation Tourism and Sports Management at the Faculty of Education, Thailand Silpakorn University. Currently, I am involved in writing a paper titled 'Strategy for sports tourism to enhance tourist attractions in HengYang city. In order to understand the current situation of sport tourism in HengYang, we would like to conduct interviews and consultations with you to understand the basic situation of sports tourism in HengYang. Thank you for your cooperation and support!

1. Do you think the current policy support for the development of sports tourism in HengYang is sufficient?
2. What are HengYang's most promising and distinctive sports tourism resources?
3. In the planning, construction, and daily operations of sports tourism facilities, what areas do you think need the most improvement in terms of the integration of facilities and management?
4. How can HengYang's sports tourism product development better meet the diverse needs of tourists?
5. In what ways has the development of HengYang's sports tourism primarily boosted the economy for related industries and local residents?
6. What conditions have HengYang's geographical location and transportation created for the development of sports tourism?
7. How can we balance economic benefits with ecological and environmental protection in the development of sports tourism?
8. What are the main tasks and objectives facing HengYang in developing a professional sports tourism talent pool?
9. Do you have any other suggestions for the development of sports tourism in

HengYang?



Appendix C Process of Connoisseurship

1. Preparation before the meeting

(1) Send the author's current research to experts in advance for reading.

(2) Prepare a paper paper (one copy per person).

(3) Invite experts to attend the meeting in the conference room of the Faculty of Arts and Sports at Nanyue University.

2. Meeting process

(1) The host announces the start of the meeting and introduces the attending experts.

(2) The host introduces the objectives of the meeting and related discussion strategies.

(3) Connoisseurship

1) Please discuss the overall feasibility of these strategies for developing sports tourism and enhancing the attractiveness of HengYang's tourist attractions.

2) Please discuss the feasibility of developing sports tourism and enhancing the attractiveness of HengYang's tourist attractions through SO strategies and provide valuable suggestions for these strategies.

3) Please discuss the feasibility of developing sports tourism and enhancing the attractiveness of HengYang's tourist attractions through ST strategies and provide valuable suggestions for these strategies.

4) Please discuss the feasibility of developing sports tourism and enhancing the attractiveness of HengYang's tourist attractions through WO strategies and provide valuable suggestions for these strategies.

5) Please discuss the feasibility of developing sports tourism and enhancing the attractiveness of HengYang's tourist attractions through WT strategies and provide

valuable suggestions for these strategies.

6) Other suggestions

(4) Meeting Summary

- 1) The host briefly summarizes the content of the meeting.
- 2) Express gratitude to the participating experts.
- 3) Announce the end of the meeting.

3. Take a group photo together



Appendix D Expert Evaluation Form for Questionnaire Validity

Dear Experts:

I am a doctoral student majoring in Leisure Tourism and Sports Management at the Faculty of Education, Silpakorn University. I am currently developing a questionnaire on sports tourism in HengYang City to investigate tourists' experiences with sports tourism. To evaluate the validity of the questionnaire, I would like to seek your feedback. Please provide your valuable suggestions! Thank you very much!

The following criteria were used by the experts to assess whether the tool could be used as an instrument for data collection for this study:

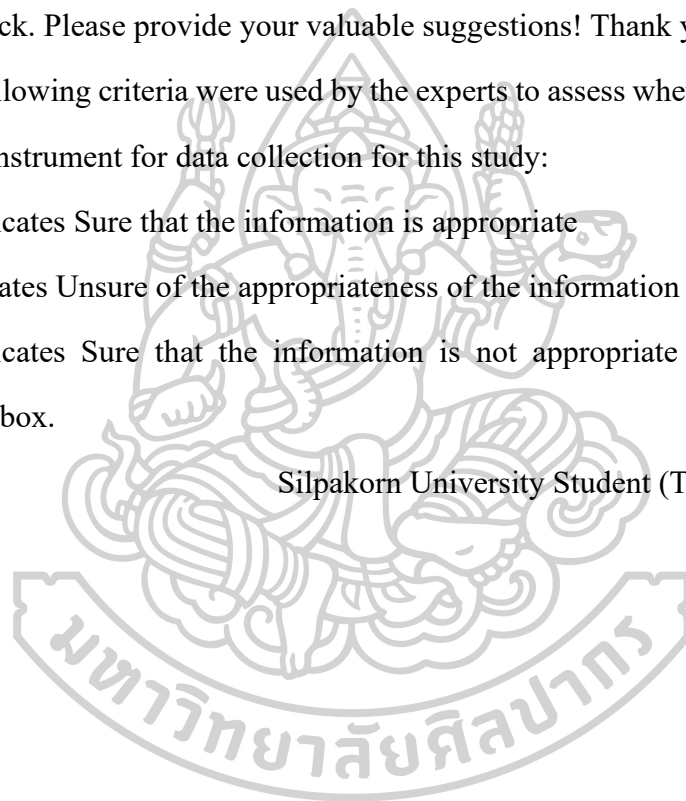
+1 indicates Sure that the information is appropriate

0 indicates Unsure of the appropriateness of the information

-1 indicates Sure that the information is not appropriate Please tick "√" the appropriate box.

Silpakorn University Student (Thailand): Chao Chao

July, 2025



Contents	Rating			Suggestion
	+1	0	-1	
Basic Information				
1. Your gender is: A. Male B. Female				
2. Your age belongs to: A. 18 years old and under B. 19 - 30 years old C. 31 - 50 years old D. 51 years of age and older				
3. Your current permanent residence is: A. HengYang City B. Other cities in Hunan Province C. Chinese mainland other provinces D. Hong Kong, Macao, Taiwan				
4. Your professional status is: A. Current students B. Corporate/Company Employees C. Staff of government agencies/public institutions D. Freelancers E. Retirees F. Other (please specify: _____)				
5. Your average monthly income is about: A. 2,000 yuan and below				

B. 2001 - 5000 yuan C. 5,001 - 10,000 yuan D. more than 10,001 yuan				
6. In the past 12 months, the number of times you have participated in leisure travel is about: A. 1 - 2 times B. 3 - 5 times C. 6 times or more				
7. The main purpose of your participation in sports tourism is (you can choose more than one) A. Strengthens the body B. Social entertainment C. Parent-child education D. Cultural Experience E. Participation in sporting events F. Other (please specify: _____)				
8. What channels do you usually use to obtain relevant information about HengYang sports tourism (multiple selections are allowed) A. Short video platforms such as Douyin/Kuaishou B. Travel sites such as Ctrip/Meituan C. Recommended by friends and family D. Official government propaganda E. Traditional media such as TV/newspapers				

F. Other (please specify: _____)				
9. How much do you think you are involved in sports tourism: A. Deep Experiencers (often engaged and in-depth) B. Regular participants (occasional participation) C. Spectators (viewing only, not participating) D. Potential participants (interested but not yet tried)				
10. In what ways do you usually participate in sports tourism activities in HengYang: A. Alone B. Surround yourself with friends/colleagues C. With your family D. Participate in a tour group E. Other (please specify: _____)				
Sport Tourism				
11. Through which channels did you learn about the sports tourism policies in HengYang City? (Multiple Choice) A. Government official website B. Social media C. News media D. Recommended by friends and family				

E. Never learned about				
12. What sports tourism activities have you participated in in HengYang City? (Multiple Choice) A. Mountaineering/Hiking B. Water Sports C. Event Watching D. Cultural Experience E. Other_____				
13. What do you think is the most unique sports tourism resource in HengYang City? A. Nanyue Hengshan B. Xiangjiang Water Area C. Traditional Sports Culture D. Other_____				
14. What facilities do you most frequently use in sports tourism? A. Mountaineering Trail B. Water Sports Base C. Bicycle Path D. Event Venue E. Other_____				

15. Which type of facility do you think needs to be prioritized for improvement? A. Transportation Connection B. Safety Rescue C. Sanitary Facilities D. Information Tour E. Rest Area				
16. What type of sports tourism products do you prefer? (Multiple Choice) A. Natural exploration B. Event viewing C. Cultural experience D. Parent child interaction E. Other_____				
17. What do you think is the most lacking aspect of the current product? A. Uniqueness B. Participation C. Professionalism D. Supporting Services E. Other_____				
18. Who mainly organizes the sports tourism projects you participate in? A. Government agencies B. Tourism enterprises C. Community groups D. Individuals spontaneously				

19. Who do you tend to turn to for help when encountering problems? A. Tourism attraction administrator B. Travel agency C. Local residents D. Resolve on their own				
20. What is your per capita expenditure on sports tourism? A. < 200 yuan B. 200 - 500 yuan C. 501 - 1000 yuan D. > 1000 yuan				
21. Is your consumption mainly used for? (Multiple Choice) A. Ticket B. Transportation C. Catering D. Accommodation E. Equipment Rental F. Other_____				
22. What is your mode of transportation to HengYang sports tourism attractions? A. Self driving B. Public transportation C. Travel agency charter D. Other_____				

23. Have you observed the following ecological conservation behaviors? (Multiple Choice) A. Garbage classification B. Vegetation restoration C. Tourist flow restriction D. Not observed E. Other_____				
Development Strategies				
24. I think HengYang's current sports tourism policies (such as subsidies, publicity, etc.) are helpful in promoting the development of sports tourism.				
25. I think the approval process for sports tourism projects should be further simplified to promote their implementation.				
26. I feel that the cooperation among sports, culture, tourism, education and other departments has improved the quality of the tourism experience.				
27. I think tourism projects will be more attractive if they incorporate sports elements.				
28. I hope HengYang City can launch more technologically interactive sports tourism products (such as VR mountaineering).				

29. I think we should develop differentiated sports tourism products targeting different groups of people (such as teenagers and the elderly).				
30. I think the use of smart devices (such as holographic projection and VR glasses) can enhance the experience of sports tourism.				
31. I think that while developing sports tourism, we must give priority to ecological environmental protection.				
32. I support the establishment of tourism environmental protection incentive mechanisms to promote green tourism. (such as electronic coupons, cultural and creative products in scenic spots)				
33. I think that HengYang's sports tourism venues, facilities and equipment can meet the needs of sports tourism.				
34. I think we need to strengthen the training of compound talents related to sports tourism (sports with tourism with first aid).				
Other Suggestions				
35. Do you have any other suggestions for the development of sports tourism in HengYang?				

Appendix E Expert Evaluation Form for Interview Form Validity

Dear Experts:

I am a doctoral student in Leisure Tourism and Sports Management at the Faculty of Education, Silpakorn University. I am currently developing an interview questionnaire on sports tourism in HengYang City to investigate tourists' experiences with sports tourism. To evaluate the validity of the questionnaire, I would like to seek your feedback. Please provide any valuable suggestions! Thank you very much!

The following criteria were used by the experts to assess whether the tool could be used as an instrument for data collection for this study:

+1 indicates Sure that the information is appropriate

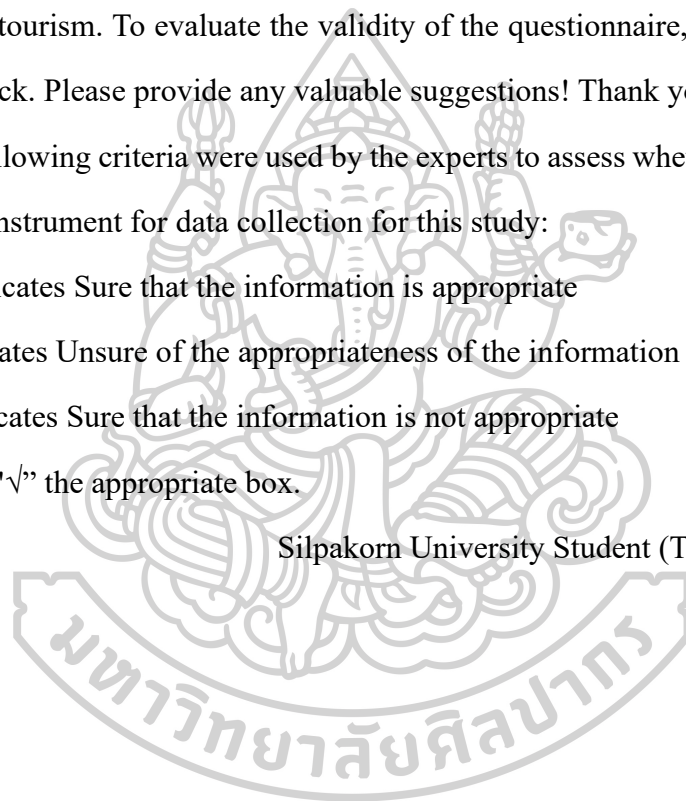
0 indicates Unsure of the appropriateness of the information

-1 indicates Sure that the information is not appropriate

Please tick "√" the appropriate box.

Silpakorn University Student (Thailand): Chao Chao

July, 2025



Contents	Rating			Suggestion
	+1	0	-1	
1. Do you think the current policy support for the development of sports tourism in HengYang is sufficient?				
2. What are HengYang's most promising and distinctive sports tourism resources?				
3. In the planning, construction, and daily operations of sports tourism facilities, what areas do you think need the most improvement in terms of the integration of facilities and management?				
4. How can HengYang's sports tourism product development better meet the diverse needs of tourists?				
5. In what ways has the development of HengYang's sports tourism primarily boosted the economy for related industries and local residents?				
6. What conditions have HengYang's geographical location and transportation created for the development of sports tourism?				
7. How can we balance economic benefits with ecological and environmental protection in the development of sports tourism?				
8. What are the main tasks and objectives facing HengYang in developing a professional				

sports tourism talent pool?				
9. Do you have any other suggestions for the development of sports tourism in HengYang?				



Appendix F Results of IOC of Questionnaire

Contents	Expert			IOC
	A	B	C	
Basic Information				
1. Your gender is: A. Male B. Female	+1	+1	+1	1
2. Your age belongs to: A. 18 years old and under B. 19 - 30 years old C. 31 - 50 years old D. 51 years of age and older	+1	+1	+1	1
3. Your current permanent residence is: A. HengYang City B. Other cities in Hunan Province C. Chinese mainland other provinces D. Hong Kong, Macao, Taiwan	+1	+1	+1	1
4. Your professional status is: A. Current students B. Corporate/Company Employees C. Staff of government agencies/public institutions D. Freelancers E. Retirees F. Other (please specify: _____)	+1	+1	+1	1
5. Your average monthly income is about: A. 2,000 yuan and below B. 2,001 – 5,000 yuan C. 5,001 - 10,000 yuan D. more than 10,001 yuan	+1	+1	+1	1
6. In the past 12 months, the number of times you have	+1	0	+1	0.66

participated in leisure travel is about: A. 1 - 2 times B. 3 - 5 times C. 6 times or more				
7. The main purpose of your participation in sports tourism is (you can choose more than one): A. Strengthens the body B. Social entertainment C. Parent-child education D. Cultural Experience E. Participation in sporting events F. Other (please specify: _____)	+1	+1	+1	1
8. What channels do you usually use to obtain relevant information about HengYang sports tourism (multiple selections are allowed): A. Short video platforms such as Douyin/Kuaishou B. Travel sites such as Ctrip/Meituan C. Recommended by friends and family D. Official government propaganda E. Traditional media such as TV/newspapers F. Other (please specify: _____)	+1	+1	+1	1
9. How much do you think you are involved in sports tourism: A. Deep Experiencers (often engaged and in-depth) B. Regular participants (occasional participation) C. Spectators (viewing only, not participating) D. Potential participants (interested but not yet tried)	+1	+1	+1	1

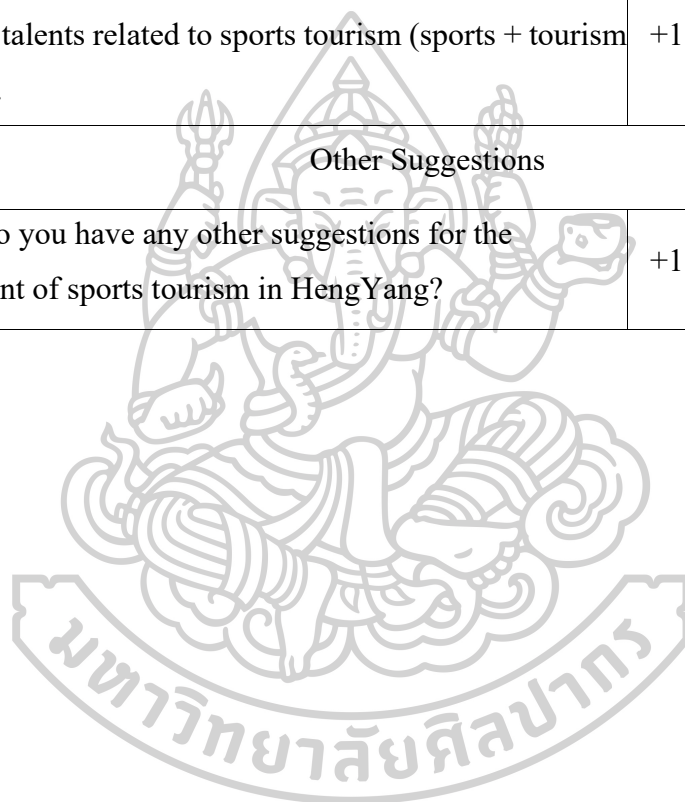
10. In what ways do you usually participate in sports tourism activities in HengYang:				
A. Alone				
B. Surround yourself with friends/colleagues	+1	+1	+1	1
C. With your family				
D. Participate in a tour group				
E. Other (please specify: _____)				
Sport Tourism				
11. Through which channels did you learn about the sports tourism policies in HengYang City? (Multiple Choice)				
A. Government official website	+1	+1	+1	1
B. Social media				
C. News media				
D. Recommended by friends and family				
E. Never learned about				
12. What sports tourism activities have you participated in in HengYang City? (Multiple Choice)				
A. Mountaineering/Hiking	+1	+1	+1	1
B. Water Sports				
C. Event Watching				
D. Cultural Experience				
E. Other _____				
13. What do you think is the most unique sports tourism resource in HengYang City?				
A. Nanyue Hengshan	+1	+1	+1	1
B. Xiangjiang Water Area				
C. Traditional Sports Culture				
D. Other _____				

14. What facilities do you most frequently use in sports tourism? A. Mountaineering Trail B. Water Sports Base C. Bicycle Path D. Event Venue E. Other_____	+1	+1	+1	1
15. Which type of facility do you think needs to be prioritized for improvement? A. Transportation Connection B. Safety Rescue C. Sanitary Facilities D. Information Tour E. Rest Area	+1	+1	+1	1
16. What type of sports tourism products do you prefer? (Multiple Choice) A. Natural exploration B. Event viewing C. Cultural experience D. Parent child interaction E. Other_____	+1	+1	+1	1
17. What do you think is the most lacking aspect of the current product? A. Uniqueness B. Participation C. Professionalism D. Supporting Services E. Other_____	+1	+1	+1	1

18. Who mainly organizes the sports tourism projects you participate in? A. Government agencies B. Tourism enterprises C. Community groups D. Individuals spontaneously	+1	+1	+1	1
19. Who do you tend to turn to for help when encountering problems? A. Tourism attraction administrator B. Travel agency C. Local residents D. Resolve on their own	+1	+1	+1	1
20. What is your per capita expenditure on sports tourism? A. < 200 yuan B. 200 - 500 yuan C. 501 – 1,000 yuan D. > 1,000 yuan	+1	+1	+1	1
21. Is your consumption mainly used for? (Multiple Choice) A. Ticket B. Transportation C. Catering D. Accommodation E. Equipment Rental F. Other_____	+1	+1	+1	1
22. What is your mode of transportation to HengYang sports tourism attractions? A. Self driving B. Public transportation C. Travel agency charter	+1	+1	+1	1

D. Other_____				
23. Have you observed the following ecological conservation behaviors? (Multiple Choice)				
A. Garbage classification				
B. Vegetation restoration	+1	+1	+1	1
C. Tourist flow restriction				
D. Not observed				
E. Other_____				
Development Strategies				
24. I think HengYang's current sports tourism policies (such as subsidies, publicity, etc.) are helpful in promoting the development of sports tourism.	+1	+1	+1	1
25. I think the approval process for sports tourism projects should be further simplified to promote their implementation.	+1	+1	+1	1
26. I feel that the cooperation among sports, culture, tourism, education and other departments has improved the quality of the tourism experience.	+1	+1	+1	1
27. I think tourism projects will be more attractive if they incorporate sports elements.	+1	+1	+1	1
28. I hope HengYang City can launch more technologically interactive sports tourism products (such as VR mountaineering).	+1	+1	+1	1
29. I think we should develop differentiated sports tourism products targeting different groups of people (such as teenagers and the elderly).	+1	+1	+1	1
30. I think the use of smart devices (such as holographic projection and VR glasses) can enhance the experience of sports tourism.	+1	+1	+1	1
31. I think that while developing sports tourism, we must give priority to ecological environmental protection.	+1	+1	+1	1

32. I support the establishment of tourism environmental protection incentive mechanisms to promote green tourism. (such as electronic coupons, cultural and creative products in scenic spots)	+1	+1	+1	1
33. I think that HengYang's sports tourism venues, facilities and equipment can meet the needs of sports tourism.	+1	+1	+1	1
34. I think we need to strengthen the training of compound talents related to sports tourism (sports + tourism + first aid).	+1	+1	+1	1
Other Suggestions				
35. Do you have any other suggestions for the development of sports tourism in HengYang?	+1	+1	+1	1



Appendix G Results of IOC of Interview Form

Contents	Expert			IOC
	A	B	C	
1. Do you think the current policy support for the development of sports tourism in HengYang is sufficient?	+1	+1	0	0.66
2. What are HengYang's most promising and distinctive sports tourism resources?	+1	+1	+1	1
3. In the planning, construction, and daily operations of sports tourism facilities, what areas do you think need the most improvement in terms of the integration of facilities and management?	+1	+1	+1	1
4. How can HengYang's sports tourism product development better meet the diverse needs of tourists?	+1	+1	+1	1
5. In what ways has the development of HengYang's sports tourism primarily boosted the economy for related industries and local residents?	+1	+1	+1	1
6. What conditions have HengYang's geographical location and transportation created for the development of sports tourism?	+1	1	+1	1
7. How can we balance economic benefits with ecological and environmental protection in the development of sports tourism?	+1	+1	+1	1
8. What are the main tasks and objectives facing HengYang in developing a professional sports tourism talent pool?	+1	+1	+1	1

9. Do you have any other suggestions for the development of sports tourism in HengYang?	+1	+1	+1	1
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Appendix H List of interviewees and interview time

List of interviewees	Unit	Interview time
Interviewee 1	Tianma Travel Company tour guide	08/08/2025
Interviewee 2	Cultural Travel Agency tour guide	08/08/2025
Interviewee 3	Outdoor Sunshine Travel Agency tour guide	08/08/2025
Interviewee 4	HengYang City resident	09/08/2025
Interviewee 5	HengYang City resident	09/08/2025
Interviewee 6	HengYang City resident	09/08/2025
Interviewee 7	HengYang Global Travel Agency employee	11/08/2025
Interviewee 8	HengYang Comfort Travel Agency employee	11/08/2026
Interviewee 9	Dazhong Travel Agency employee	11/08/2027
Interviewee 10	HengYang Municipal Bureau of Culture, Tourism, Radio, Television, and Sports	13/08/2025
Interviewee 11	HengYang Municipal Bureau of Culture, Tourism, Radio, Television, and Sports	13/08/2025
Interviewee 12	Hengshan Tourism Area Administration	13/08/2025
Interviewee 13	Shigu Academy Tourism and Culture Development Department	13/08/2025
Interviewee 14	Resource Development Section of the Radio, Television, and Sports Bureau	15/08/2025
Interviewee 15	Hengshan tourism attraction Administration	15/08/2025

Appendix I Invitation Letter of IOC



No. 9619/5714

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

August 5, 2025

Title: Invitation to be an inspector of research tool quality

Dear Professor Jiang Bingxian,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sport Tourism to Enhance Tourist Attractions in HengYang 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,

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

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



No. 8612/3719

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

August 5, 2025

Title: Invitation to be an inspector of research tool quality

Dear Professor Liu Shaoying,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sport Tourism to Enhance Tourist Attractions in HengYang 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,

Sirinam V

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

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



No. 8612/3712

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

August 5, 2025

Title: Invitation to be an inspector of research tool quality

Dear Professor Xia Minhui, Ph.D.

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sport Tourism to Enhance Tourist Attractions in HengYang 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

Appendix J Invitation Letter of Connoisseurship



No. 8612/4871

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Rao Ping, Ph.D.

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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 "Siriwan.Y".

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

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



No. 8612/4870

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Tian Yaping, Ph.D.

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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. ๕๕๑๒/๕๕๑๕

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

October ๒๕, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Liu Jia,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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 "Siriwat Y." with a stylized flourish at the end.

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

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



No. 8612/4865

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Zou Yuanguo,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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. 8612/4867

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Chen Juan,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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 "Sirinwan Y."

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

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



No. 8612/0666

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Chen Huaiyu,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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.V".

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

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



No. 8612/4865

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Luo Luo,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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 that reads "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. 8612/4864

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Peng Ping,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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. 662/463

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

October 14, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Chen Sheng,

Mr. Chao CHAO is a graduate student ID 650630041 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: Strategy for Sports Tourism to Enhance Tourist Attractions in Heng Yang 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 "Sirinwan V."

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

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

Appendix K Photos of Connoisseurship



Appendix L Details of TOWS Matrix Analysis

SO Strategy:

S1+O1: Leverage the opportunity of the Tourism Development Conference to include HengYang in the list of key provincial sports tourism demonstration zones and secure special funding support.

S1+O2: Utilize national policy support and HengYang's cultural advantages to create a core tourism IP encompassing the trinity of "Nanyue Hengshan + Xiangjiang River Culture + Anti-Japanese War Sites."

S1+O3: Leverage fiscal funding to promote the development of digital sports and smart tourism platforms, enhancing visitor experience and operational efficiency.

S1+O4: Leverage policy incentives to develop immersive and nighttime tourism, as well as sports performances, to increase new tourism offerings.

S1+O5: Through policy and funding support, attract large-scale domestic sporting events, integrating online live streaming and short video promotion to expand the city's influence.

S1+O6: With policy support, collaborate with universities and research institutes to establish a sports tourism innovation incubation base.

S1+O7: Leverage policy dividends to promote ecological restoration projects (such as hiking and cycling trails) and achieve green development.

S2+O1: Leveraging the opportunity of the Tourism Development Conference, systematically package resources such as Mount Hengshan, the Xiangjiang River, and the Shigu Academy to create high-quality sports tourism routes.

S2+O2: Leveraging the cultural heritage of Mount Hengshan and the Xiangjiang River, create nationally renowned sports and culture themed events, such as the Mountain Climbing Festival and the Xiangjiang Marathon.

S2+O3: Integrate natural landscapes with smart platforms to develop VR mountaineering, smart guided tours, and immersive tourism attraction experiences.

S2+O4: Leveraging the natural landscape and cultural nightscape, launch integrated offerings such as "Sports + Night Tours" and "Sports + Immersive Performances."

S2+O5: Utilize natural landscapes to host mountain bike races, rafting competitions, and other events to promote city awareness.

S2+O6: Leverage resource advantages to attract universities and businesses to carry out ecological sports research and development projects.

S2+O7: Integrate ecotourism and sports programs to create a multifunctional program combining "green hiking + ecological education + health and leisure."

S3+O1: Leverage the Tourism Development Conference platform to accelerate facility upgrades and create a cluster of venues capable of hosting provincial and national events.

S3+O2: Integrate local cultural elements into HengYang's existing gymnasiums and stadiums to enhance the city's sports tourism appeal.

S3+O3: Introduce smart systems into sports venues to improve facility management efficiency and visitor service experience.

S3+O4: Develop "night fitness + night tourism" through nighttime gymnasium openings and illuminated trails.

S3+O5: Leverage large-scale events to boost facility utilization and prevent idle resources.

S3+O6: Leverage sports facilities to establish joint experimental bases with universities to promote the integration of industry, academia, and research.

S3+O7: Incorporate green and environmentally friendly concepts into new sports facilities to achieve low-carbon operations.

S4+O1: Leverage policies and the Tourism Development Conference to promote a comprehensive product offering combining "sports, red culture, and rural tourism."

S4+O2: Develop festivals and events with HengYang's unique cultural characteristics (such as the HengYang Marathon and intangible cultural heritage exhibitions).

S4+O3: Utilize the smart tourism platform to establish a "one-click booking" system for diverse products, enhancing convenience.

S4+O4: Launch sports, immersive script-killing games, and performing arts to enrich the experience for young customers.

S4+O5: Leverage the event economy to create a comprehensive consumption chain of "watching games, traveling, and shopping."

S4+O6: Integrate diverse products and collaborate with universities to develop innovative event planning and incubate new tourism experiences.

S4+O7: Emphasize green and ecological concepts in product design and develop a sustainable product system.

S5+O1: Leverage the Tourism Development Conference to promote the integrated development of culture, tourism, sports, and agriculture, creating a comprehensive sports tourism demonstration zone.

S5+O2: Develop derivative cultural and creative industries and event souvenirs based on HengYang's revolutionary culture and natural landscapes.

S5+O3: Promote the integration of "online and offline" sports tourism products to extend the industry chain.

S5+O4: Integrate event live broadcasts, e-commerce sales, and offline tourism to promote consumption upgrades. S5+O5: Leverage large-scale events to drive comprehensive development in accommodation, catering, transportation, and cultural and creative industries.

S5+O6: Guide businesses and universities to jointly establish a sports tourism industry research institute to incubate new projects.

S5+O7: Build a green supply chain and promote a full-chain model for environmentally friendly sports tourism.

S6+O1: Leverage the advantages of high-speed rail and expressways to build an express access route to the HengYang Sub-Venue of the Tourism Development Conference.

S6+O2: Utilize convenient transportation to create one-day and two-day sports tourism products in Hunan Province.

S6+O3: Build smart service centers at transportation hubs to enhance the arrival experience for tourists.

S6+O4: Leverage transportation advantages to launch dedicated nighttime tourism routes to support the development of the night economy.

S6+O5: Leverage convenient transportation to host large-scale events and attract tourists from outside the province.

S6+O6: Establish direct transportation links with surrounding universities to promote academic exchanges and event collaborations.

S6+O7: Plan ecological bus routes to support green travel and environmental protection.

S7+O1: Highlight the theme of "Green Sports Tourism" at the Tourism Development Conference to establish HengYang as an ecological brand.

S7+O2: Leverage the excellent ecology and integrate revolutionary culture to launch "Green Hiking + Anti-Japanese War Education" products.

S7+O3: Promote a smart environmental management system within the tourism attraction to enable real-time monitoring.

S7+O4: Integrate the night tourism economy to develop "ecological light shows + night runs."

S7+O5: Leverage ecological resources to host mountain marathons and cross-country races to enhance the city's image as a green event.

S7+O6: Build an ecological research and study base to attract universities and research teams.

S7+O7: Promote ecologically protective tourism models to ensure a win-win situation for both development and protection.

S8+O1: Leverage the Tourism Development Conference to promote sports tourism partnerships between HengYang and cities at home and abroad.

S8+O2: Introduce classic sports tourism project models from home and abroad, integrating them with local cultural innovations.

S8+O3: Collaborate with renowned national tourism platforms to enhance HengYang's smart tourism capabilities.

S8+O4: Organize a sports and night economy carnival to enhance openness and visibility.

S8+O5: Promote local sports tourism to a broader market by hosting high-profile events.

S8+O6: Collaborate with universities and research institutions nationwide to carry out talent development and academic exchanges.

S8+O7: Promote the construction of ecological sports tourism demonstration zones and enhance the influence of sports tourism nationwide.

ST Strategy:

S1+T1 Leverage continued government support to improve approval and cash flow efficiency, attracting more private capital to local projects.

S1+T2 Incorporate ecological protection and project differentiation requirements into policy formulation to avoid disorderly development and homogenization.

S1+T3 Promote safety standards and emergency response mechanisms through policies to reduce accident risks and protect the city's image.

S1+T4 Use policy funds to support original sports tourism projects, helping HengYang develop distinct characteristics and brand advantages.

S1+T5 Guide capital toward integrated development through preferential policies, reducing reliance on single ticket revenue and improving overall efficiency.

S1+T6 Leverage policy funds to improve the connection between scenic spots and transportation, addressing peak season traffic congestion and travel inconvenience.

S1+T7 Introduce talent attraction and retention subsidy policies to prevent the outflow of high-end talent and enhance the city's competitiveness.

S1+T8 Strengthen pilot programs and evaluations before policy implementation to ensure they align with market capacity and reduce resource waste.

S2+T1: Attract capital investment by strengthening the city's unique natural landscapes and cultural resources, avoiding diversion to Changsha and Chenzhou.

S2+T2: Rationally plan the use of natural landscapes and cultural heritage resources to avoid overdevelopment and ecological damage.

S2+T3: Leverage resource advantages to develop safer projects, reduce accident risks, and increase tourist trust.

S2+T4: Create differentiated tourism projects, allowing natural landscapes and cultural characteristics to create irreplaceable competitive advantages.

S2+T5: Leverage resource advantages to develop high-value-added projects, increase average customer spending, and enhance investment incentives.

S2+T6: Optimize tourist transportation routes based on resource distribution to alleviate traffic pressure caused by concentrated travel during peak season.

S2+T7: Develop resource-focused scientific research and education programs to attract and retain relevant talent.

S2+T8: Implement tourism resource development in phases to avoid reputation and capacity issues caused by rapid expansion.

S3+T1: Enhance investor trust and attract more external capital by improving management and service mechanisms.

S3+T2 Promote standardized management of scenic spots to avoid ecological damage and homogenization caused by disorderly expansion.

S3+T3 Establish a stricter safety management system and leverage existing service capabilities to reduce safety risks.

S3+T4 Leverage high-level service management to support innovative products and enhance brand competitiveness.

S3+T5 Through facility and management optimization, encourage visitors to engage in more experiential consumption and reduce their dependence on ticket sales.

S3+T6 Strengthen the connection between facilities and public transportation to improve travel efficiency during peak periods.

S3+T7 Leverage management and service platforms to cultivate and retain high-caliber management and technical talent.

S3+T8 Leverage a mature service management system when promoting new models to avoid wasting resources due to inadequate management.

S4+T1 Leverage diversified product offerings to attract participation from diverse capital groups and prevent investment from being diverted to surrounding cities.

S4+T2 Integrate ecological protection and differentiation in product design to avoid seasonal project idleness.

S4+T3 Distribute tourist risks through a diversified product portfolio to reduce the likelihood of concentrated safety incidents.

S4+T4 Focus on creating innovative products and unique experiences to avoid the competitive disadvantage of "no distinctiveness."

S4+T5 Increase product value by extending the consumer chain and improving overall revenue.

S4+T6 Rationally distribute products for different customer groups to avoid excessive concentration of scenic spots and transportation during peak seasons.

S4+T7 Integrate product R&D and operations to attract talent from various fields to join local development.

S4+T8: Adopt a tiered strategy when promoting products to avoid a mismatch between resource allocation and market demand.

S5+T1: Leverage sports tourism to drive the development of industries such as catering and homestays, thereby enhancing investor confidence.

S5+T2: Promote the integrated development of multiple industries, integrating ecological protection into development to reduce the risk of damage.

S5+T3: Improve safety systems and emergency services through collaboration across the entire industry chain.

S5+T4: Leverage the advantages of industrial synergy to promote the development of distinctive brands and create an irreplaceable competitive advantage.

S5+T5: Increase secondary tourist spending through industrial synergy, improve per capita consumption levels, and enhance overall economic benefits.

S5+T6: Coordinate transportation with surrounding industries to alleviate transportation and supporting facilities pressures during peak tourist seasons.

S5+T7: Leverage multi-industry job opportunities to attract talent and reduce attrition.

S5+T8: Promote the gradual development of industrial collaboration to ensure alignment with market capacity.

S6+T1: Leverage the advantages of a transportation hub to attract capital investment and enhance the market competitiveness of HengYang projects.

S6+T2 Leverage convenient transportation to rationalize the distribution of scenic spots and avoid ecological pressure caused by concentrated development.

S6+T3 Implement safety measures at transportation nodes to reduce travel and scenic spot safety risks.

S6+T4 Leverage transportation advantages to create "multiple tours from one trip" and develop differentiated brand routes.

S6+T5 Leverage convenient transportation to stimulate a wider range of consumption scenarios and overcome the constraints of low average customer spending.

S6+T6 Optimize transportation connections within and outside the tourism attraction to alleviate congestion caused by concentrated travel during peak season.

S6+T7 Leverage convenient transportation to attract talent and strengthen talent exchange between HengYang and other cities.

S6+T8 Leverage transportation advantages when promoting new models to ensure a better match between projects and market capacity.

S7+T1 Attract capital by strengthening ecological protection and demonstrate the advantages of sustainable development projects.

S7+T2 Leverage ecological protection measures to prevent overdevelopment and maintain the differentiated competitiveness of scenic spots.

S7+T3 Use ecological protection measures to reduce safety hazards, such as preventing landslides. S7+T4 Integrate ecological protection with product design to create a green tourism brand.

S7+T5 Leverage ecological protection to enhance project value, attract high-spending groups, and overcome the dilemma of low average customer prices.

S7+T6 Strengthen the ecological transportation system to reduce environmental pressure caused by peak season traffic.

S7+T7 Integrate scientific research collaboration with ecological protection to attract interdisciplinary talents in environmental protection and tourism.

S7+T8 Prioritize ecology when promoting new models to avoid the negative impact of rapid expansion.

S8+T1 Leverage university collaboration and talent development to attract investors who are more optimistic about the development prospects of local projects.

S8+T2 Incorporate ecological and differentiated concepts into talent development to avoid disorderly and homogenous development.

S8+T3 Improve safety and security by cultivating interdisciplinary talents to reduce risks.

S8+T4 Leverage a talented team to develop innovative products and brands to avoid a lack of competitiveness.

S8+T5 Leverage talent to promote the expansion of the industrial chain and enhance overall profitability.

S8+T6 Introduce professional talent to design solutions for connecting transportation and scenic spots to alleviate travel pressure.

S8+T7: Strengthen talent development and retention efforts to prevent population loss that could impact long-term development.

S8+T8: Leverage talent to scientifically evaluate projects, avoiding resource waste and reputational risks.

WO Strategy:

W1+O1: Leverage the policy pilots and publicity opportunities offered by the Tourism Development Conference to promote standardized policy interpretation and reduce inefficiencies in approval processes.

W1+O2: Leverage HengYang's unique natural and cultural resources to streamline policy implementation and accelerate the transformation of these resources into tourism products.

W1+O3: Utilize digital platforms to enhance transparency in approval processes and address communication barriers caused by inconsistent policy interpretations.

W1+O4: Transform visitors' demand for technological interaction into a driving force for policy implementation, promoting more efficient processes.

W1+O5: Integrate the event economy with research and study activities to promote rapid policy responsiveness to emerging models.

W1+O6: Streamline approval mechanisms and reduce barriers to business operations during the development of a green sports tourism demonstration city.

W1+O7: Introduce policy interpretation talent through university-local collaboration to help businesses and institutions better understand and utilize policies.

W2+O1: Leverage the Tourism Development Conference platform to promote collaboration among scenic spots and address the isolation of single-site activities.

W2+O2: Build core IP resources like Nanyue Hengshan to address the seasonal nature of water sports.

W2+O3: Apply digital technology to interconnect dispersed sports tourism resources and enhance their overall appeal.

W2+O4: Integrate immersive experiences with the night economy to enhance resource synergy and extend visitor stays.

W2+O5: Combine the economic benefits of events and research and study to design cross-scenic sports tourism routes.

W2+O6: Driven by the Green Demonstration City initiative, develop complex projects to address the issue of single-point supply.

W2+O7: Leverage school-local collaboration to train talent, strengthen professional supporting services, and better leverage resource advantages.

W3+O1: Driven by the Tourism Development Conference, accelerate the improvement of signage systems and infrastructure to showcase HengYang's new image.

W3+O2: Leverage major tourism attractions like Nanyue Hengshan and the Xiangjiang River to promote standardized public facility construction.

W3+O3: Utilize intelligent monitoring platforms to improve the maintenance efficiency of public service facilities.

W3+O4: Use interactive technology to address shortcomings in tourism attraction rescue and guidance, enhancing visitors' sense of safety.

W3+O5: Pre-position rescue equipment during events and study tours to reduce emergency risks.

W3+O6: Integrate green demonstration city construction with infrastructure renovation to address the mismatch between environment and services.

W3+O7: Leverage school-local government collaboration to cultivate facility management talent and promote improved public service standards.

W4+O1: Leverage the Tourism Development Conference to increase publicity and enhance the visibility of HengYang's sports tourism products.

W4+O2: Create a core brand that combines red culture with natural landscapes to enhance product uniqueness.

W4+O3: Leverage digital technology to design personalized products and avoid product homogeneity.

W4+O4: Enhance product differentiation and freshness through immersive experiences and the night economy.

W4+O5: Combine event economy with study tours to develop in-depth and serialized products, extending visitor stays.

W4+O6: Within the context of the green demonstration city, integrate environmental protection concepts into product design to create a differentiated advantage.

W4+O7: Leverage talent development mechanisms to introduce creative teams to design more attractive sports tourism products.

W5+O1: Capitalize on the Tourism Development Conference to drive breakthroughs in HengYang's average customer spending and secondary consumption.

W5+O2: Leverage core IP to create high-end experience projects and elevate overall consumption levels.

W5+O3: Apply intelligent monitoring methods to analyze tourist consumption behavior and optimize the supply structure.

W5+O4: Stimulate secondary consumption through immersive and nighttime experiences.

W5+O5: Integrate the event economy with live-streaming e-commerce to expand new consumption channels.

W5+O6: Leverage the Green Demonstration City project to promote the integration of culture, tourism, and sports, encouraging tourists to increase their spending.

W5+O7: Leverage school-local government collaboration to cultivate tourism operations talent and enhance the professional level of consumer conversion.

W6+O1: Capitalize on the Tourism Development Conference to promote improved transportation infrastructure and address the "last mile" problem.

W6+O2: Focus on developing transfer systems in the Hengshan and Xiangjiang tourism attractions to improve tourist flow efficiency.

W6+O3: Alleviate peak season traffic pressures through intelligent monitoring and dispatching systems.

W6+O4: Leverage the night economy and time-sharing experiences to stagger tourist flows and reduce traffic congestion.

W6+O5: Design dedicated transportation plans in conjunction with events to improve the transfer of large crowds.

W6+O6: Integrate green demonstration city development with green transportation to promote low-carbon travel.

W6+O7: Leverage school-local collaboration to cultivate traffic management professionals and improve traffic management in tourism attractions.

W7+O1: Driven by the Tourism Development Conference, improve waste management standards and address environmental shortcomings.

W7+O2: Integrate environmental education and facilities in core tourism attractions to enhance visitors' environmental awareness.

W7+O3: Apply intelligent monitoring systems to optimize waste collection efficiency and reduce labor costs.

W7+O4: Incorporate environmental themes through immersive experiences to encourage visitors to consciously protect the environment.

W7+O5: Incorporate environmental tasks into events and study tours to enhance participation.

W7+O6: Integrate the development of green demonstration cities with environmental facilities to alleviate pressure on small and medium-sized enterprises.

W7+O7: Leverage school-local collaboration to cultivate environmental service professionals and promote the professionalization of environmental protection.

W8+O1: Strengthen the promotion and recruitment of multi-talented individuals through the Tourism Development Conference platform to address talent shortages.

W8+O2: Leverage core tourism attractions to attract more foreign-speaking tour guides and sports coaches to enrich services.

W8+O3: Rapidly train tour guides and first aid personnel through a digital learning platform.

W8+O4: Combine interactive technology with guided tour services to address talent shortages.

W8+O5: Cultivate on-site emergency response and professional interpretation personnel through events and research activities.

W8+O6: Integrate the development of a green demonstration city with talent development to cultivate talent in ecology and outdoor sports.

W8+O7: Leverage university-local partnerships to continuously cultivate interdisciplinary talent that meets the needs of the tourism industry.

WT Strategy:

W1+T1: Promote policy unification and expedite approvals to avoid inconsistent policy interpretation, compromised implementation, and reduced investment confidence, while also strengthening the trust of private capital.

W1+T2: Establish a cross-departmental coordination mechanism to avoid cumbersome approval processes that exacerbate the risk of disorderly development, improve efficiency, and prevent excessive resource consumption.

W1+T3: Improve regulations and emergency response plans to mitigate the risks of public opinion arising from inadequate policy implementation and blurred lines of responsibility in the event of safety incidents.

W1+T4: Promote policy guidance to address weak policy implementation, encourage innovation, and support unique projects.

W1+T5: Establish a special fund to attract private investment, break away from the "ticket reliance" mentality, and improve capital returns.

W1+T6: Incorporate a transportation assessment into project approvals to improve policy efficiency and optimize the tourist travel experience.

W1+T7: Establish a talent support system that coordinates provincial and municipal governments to retain talent, reduce the siphon effect, and attract more external talent.

W1+T8: Reduce reform risks through dynamic adjustment and evaluation, avoiding waste caused by mismatches between policies and carrying capacity.

W2+T1: Promote policy optimization and coordinated resource development to mitigate the risk of project implementation delays caused by the combination of single-point resources and inefficient approvals.

W2+T2: Add comprehensive products suitable for all seasons to alleviate the imbalance between peak and off-peak seasons caused by the combination of seasonal projects and disorderly development.

W2+T3: Strengthen safety standards and regulatory mechanisms to address the hidden dangers of increased safety management difficulties caused by multi-site development when resource integration is insufficient.

W2+T4: Create differentiated and distinctive projects to avoid falling into homogenous competition and weakening market advantages in the absence of unique brands and products.

W2+T5: Develop in-depth experiential products to increase average customer spending and consumption levels, thereby compensating for low returns caused by unintegrated resources.

W2+T6: Integrate transportation support design into planning and development to alleviate the problem of tourist loss caused by poor transportation and insufficient integration.

W2+T7: Enhance employment appeal through resource integration and cultural value creation, breaking the bottleneck of insufficient resources hindering the recruitment of high-end talent.

W2+T8: Adopt a strategy of small-scale pilots and gradual expansion to reduce the trial-and-error costs of reform models caused by inefficient resource utilization.

W3+T1: Reduce tourist complaints and capital outflow risks caused by poor policy implementation by standardizing tourist signage systems and improving infrastructure maintenance standards.

W3+T2: Plan toilets, garbage disposal, and first aid points simultaneously during tourism attraction construction to avoid a decline in the tourist experience during peak season due to inadequate facilities.

W3+T3: Preemptively optimize the placement of AEDs and rescue facilities, strengthen the division of responsibilities, and mitigate the risk of public opinion arising from emergencies.

W3+T4: Avoid the homogeneity of tourism attraction supporting facilities through differentiated construction and precise functional zoning, enhancing the uniqueness and core competitiveness of products.

W3+T5: Strengthen the integration of tourist service facilities and consumer experience, encouraging visitors to stay longer in a comfortable environment and driving repeat purchases.

W3+T6: Provide clear directional signs at parking lots and transfer points to reduce visitors' impatience with tourism attractions due to poor transportation connections.

W3+T7: Leverage partnerships with universities to cultivate management talent, improve service etiquette and maintenance standards, and mitigate talent outflow.

W3+T8: avoids waste caused by "one-size-fits-all" construction through pilot projects and phased improvement of supporting facilities, and enhances the sustainability of the reform model.

W4+T1: Build a distinctive sports tourism brand to combat capital withdrawal caused by poor policy implementation and enhance the tourism attraction's appeal.

W4+T2: Design seasonal offerings that incorporate red culture, intangible cultural heritage, and sports activities to prevent a single product from being left unused due to seasonality.

W4+T3: Incorporate safety experience design into product development to reduce tourists' perceived risk and prevent accidents from negatively impacting the city's reputation.

W4+T4: Focus on creating "signature products" to avoid being replaced by competitors due to lack of differentiation and enhance market competitiveness.

W4+T5: Drive deeper consumption through distinctive activities, break the "ticket dependency," and improve overall economic benefits.

W4+T6: Design tourism products based on transportation convenience to enhance tourist comfort and experience, reducing loss due to travel inconvenience.

W4+T7: Attract young creative teams to participate in product design, prevent the continued outflow of high-end talent, and enhance local innovation capabilities.

W4+T8: Test products through market research before launch to reduce resource waste caused by products not meeting market demand.

W5+T1: Provide cost-effective and differentiated consumer options to mitigate the wait-and-see nature of investment due to inefficient policies.

W5+T2: Launch sports tourism projects that integrate off-season and peak-season activities to alleviate the problem of idle resources caused by low average customer spending and seasonality.

W5+T3: Integrate safety measures into secondary consumption scenarios to reduce the risk of public opinion caused by accidents.

W5+T4: Increase consumer conversion rates through branded specialty products and promotions to prevent substitution by similar, lower-priced products.

W5+T5: Strengthen collaboration with businesses to develop high-end consumer products, boost industry vitality, and mitigate the problem of insufficient capital investment.

W5+T6: Provide value-added services at tourism attraction transfer points to enhance the tourist experience while waiting and reduce the negative impact of traffic congestion.

W5+T7: Attract local university students to engage in innovation and entrepreneurship, increase the supply of mid- to high-end services, and prevent talent from being drawn to provincial capitals.

W5+T8: Test high-end products on a small scale to avoid market disapproval and resource waste caused by a full-scale initial rollout.

W6+T1: Promote transportation optimization projects during policy approvals to reduce delays and opportunities to improve the "last mile" due to inefficiencies.

W6+T2: Adjust shuttle bus frequencies based on peak and off-season tourist flows to avoid seasonal traffic idleness.

W6+T3: Install safety signs and rescue points in transfer areas to reduce the risk of accidents caused by traffic problems.

W6+T4: Develop distinctive routes that combine convenient transportation to avoid product competitiveness due to poor accessibility.

W6+T5: Establish high-consumption experience areas at transportation nodes to encourage secondary consumption and break the "ticket dependency" issue.

W6+T6: Enhance intelligent transportation systems to alleviate peak season congestion and improve visitor satisfaction.

W6+T7: Cultivate talent in transportation management and tour guide services to mitigate operational constraints caused by a shortage of local talent.

W6+T8: Implement transportation optimization reforms in phases to avoid waste and reputational risks caused by inconsistencies with actual carrying capacity.

W7+T1: Incorporate environmental incentives into policies to mitigate ecological pressures exacerbated by insufficient capital participation.

W7+T2: Combine environmental protection facility construction with visitor education to prevent disorderly development from damaging the ecosystem and increasing operating costs.

W7+T3: Establish integrated environmental protection and emergency response mechanisms in high-risk tourism attractions to mitigate the risk of public outcry caused by accidents.

W7+T4: Build green ecological brands, making environmental protection a unique competitive advantage for products and preventing them from being replaced by low-cost projects.

W7+T5: Develop environmentally friendly cultural and creative products to stimulate high-end consumption and mitigate the economic shortfalls caused by low customer spending.

W7+T6: Incorporate environmental protection concepts into transportation improvements to avoid ecological damage caused by over-reliance on public transportation.

W7+T7: Attract young talent through environmental philanthropy and mitigate the continued outflow of high-end talent.

W7+T8: Introduce market mechanisms into ecological protection measures to ensure that policy promotion is not in line with carrying capacity.

W8+T1: Increase support for local talent development during policy implementation to reduce capital outflow due to talent shortages.

W8+T2: Strengthen the linkage between talent training and projects to avoid idle resources or disorderly development due to talent shortages.

W8+T3: Establish a multilingual tour guide and emergency training system at scenic spots to reduce the risk of public opinion amplified by accidents.

W8+T4: Develop a tour guide and service team with a sports-themed focus to enhance the differentiated competitiveness of scenic spots and prevent them from being replaced.

W8+T5: Provide talent incentives to promote the development of high-end products and alleviate the economic difficulties caused by ticket dependence.

W8+T6: Cultivate transportation service professionals to alleviate transfer and congestion issues and enhance the tourist experience.

W8+T7: Collaborate with universities to establish a talent incubation platform to prevent high-end talent from being siphoned off to provincial capitals.

W8+T8: Pilot talent training to ensure market and capacity alignment, avoid waste and negative publicity.

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