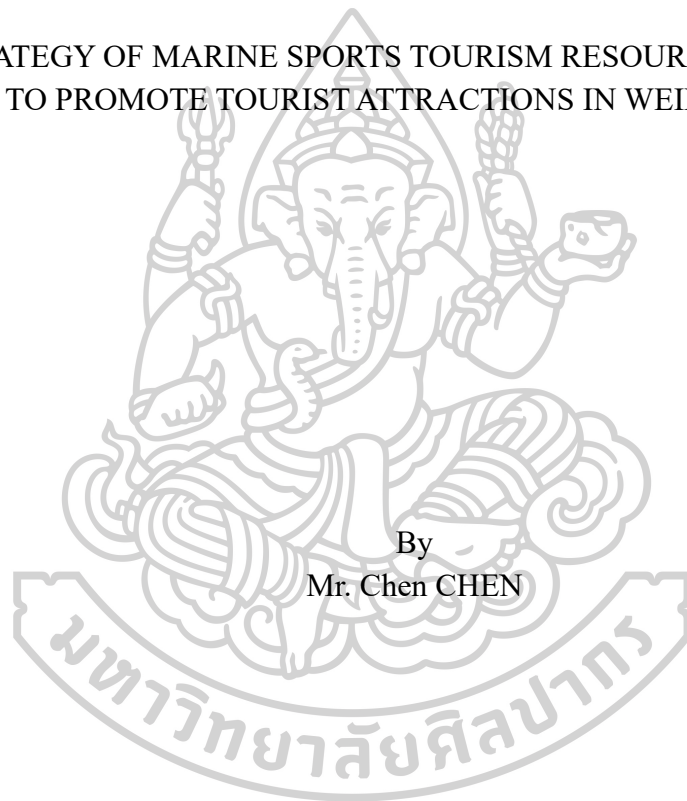




THE STRATEGY OF MARINE SPORTS TOURISM RESOURCE MANAGEMENT  
TO PROMOTE TOURIST ATTRACTIONS IN WEIHAI CITY



A Thesis Submitted in Partial Fulfillment of the Requirements  
for Doctor of Philosophy RECREATION TOURISM AND SPORT MANAGEMENT

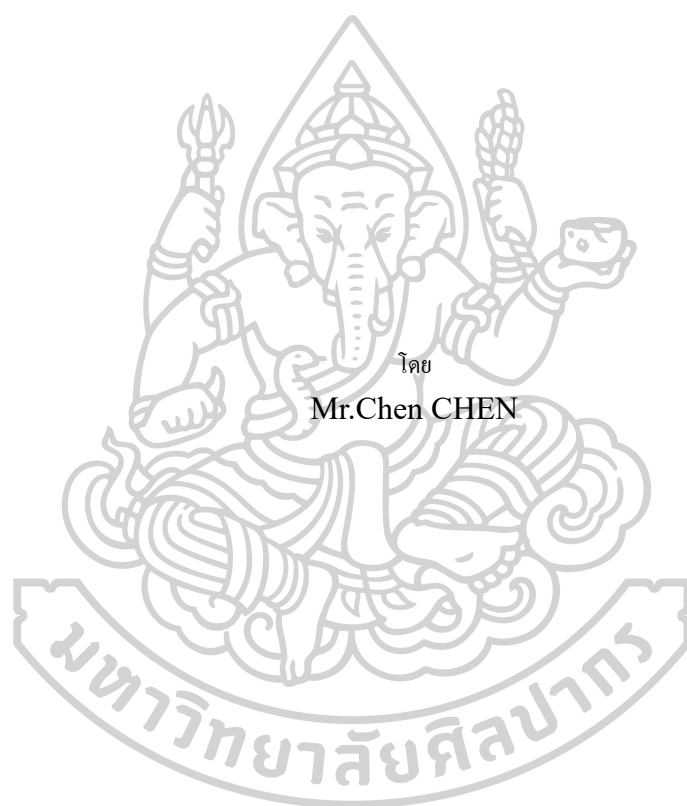
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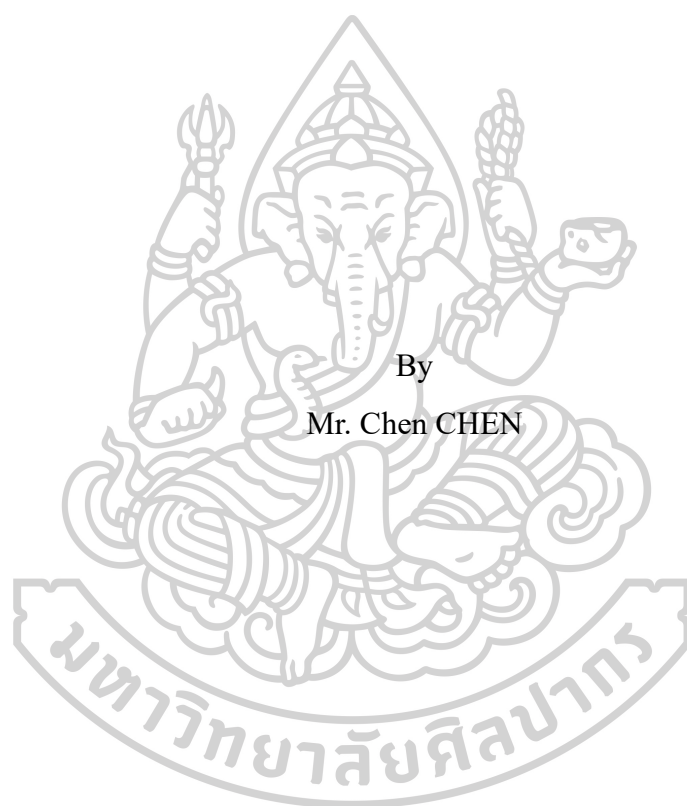


โดย  
Mr.Chen CHEN

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต  
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Title                    The Strategy of Marine Sports Tourism Resource management to  
Promote Tourist Attractions in WeiHai City

By                         Mr. Chen CHEN

Field of Study         RECREATION TOURISM AND SPORT MANAGEMENT

Advisor                 Professor Kanit Kheovichai, Ph.D.

Co Advisor             Vichit Imarom, Ph.D.  
Narinthra Chantasorn, Ph.D.

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Mr. Chen CHEN : The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai City Thesis advisor : Professor Kanit Kheovichai, Ph.D.

The research purposes of this study are (1) to study the current situation of marine sport tourism in WeiHai city (2) to develop the strategy of marine sports tourism resource management to promote tourist attractions in Weihai city (3) to validate the feasibility of strategy of Marine sports tourism resource management to promote tourist attractions in Weihai city.

This study adopted the R&D research method, which collected data through the documentary analysis method, inquiry method, and interview method. The main research tools applied to this study are a questionnaire and an interview form. The author first conducted a questionnaire survey was conducted among 400 tourists from four major marine sports tourism attractions (Weihai International Beach, Putao Beach, Half Moon Bay Beach, and Naxianghai Tourist Attraction) to collect quantitative data and then conducted interviews with 10 key informants to collect relevant qualitative data. The author then carried out a descriptive statistical analysis of the quantitative data, a content analysis of the qualitative data, a SWOT analysis to integrate the quantitative and qualitative data, a TOWS matrix to suggest pertinent strategies, and a Connoisseurship session with 9 experts to validate the strategies, and the feasibility of the strategy was validated again through interviews after connoisseurship.

The results of the study found that: (1) the situation of marine sport tourism in WeiHai city has 8 strengths, 8 weaknesses, 7 opportunities and 6 threats, which are mainly manifested in the fact that WeiHai City has exceptional ecological resources ,unique cultural heritage ,significant geographical advantage,clear policy support,solid infrastructure , but there is still room for improvement in terms of uneven resource development ,severe product homogenization ,significant shortage of specialized talent.(2) In response to the analysis of the current situation of marine sport tourism in WeiHai city, this study proposed 7 SO strategies, 6 ST strategies, 7 WO strategies, and 6 WT strategies, which covered such aspects as strengthening the linkage of attractions, expand international tourist sources, exploring local culture and developing winter specialty products;(3) The experts involved in the connoisseurship agreed that these strategies have high feasibility and are in line with the current development needs of marine sport tourism in WeiHai city, and except for a few strategies that need to be merged, the final result is 5 SO Strategies, 3 ST Strategies, 6 WO Strategies and 3 WT Strategies.

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Time flies, and looking back on the entire research journey—from selecting the topic and establishing its framework, to conducting field research and revising and refining the work repeatedly—I did not walk this path alone. Here, I extend my most sincere gratitude to everyone who has offered me selfless help and support.

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Chen CHEN



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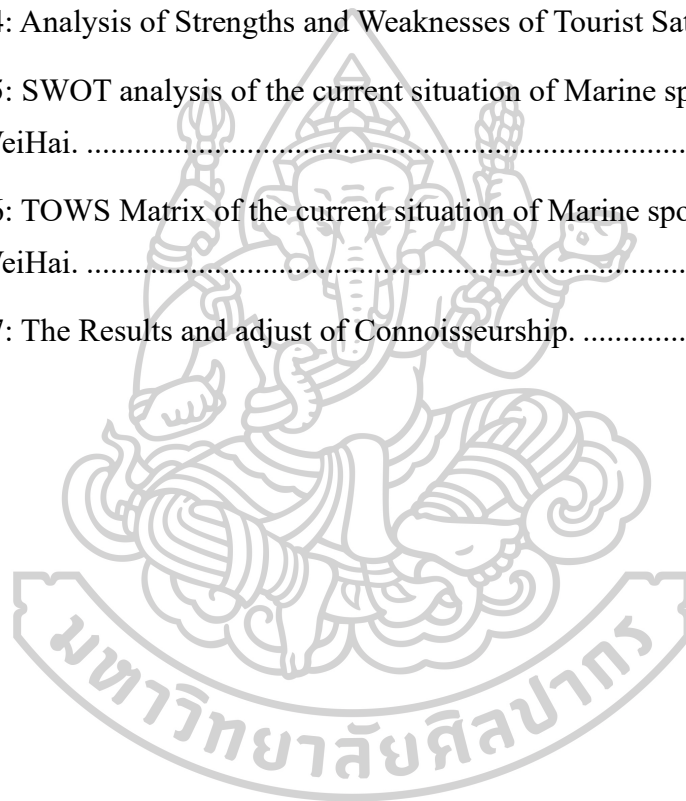
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# Chapter 1 Introduction

## 1.1 Background to the Study

With the growth of the economy and the improvement of people's living standards, an increasing number of people are willing to leave their homes to explore the world. The domestic tourism market is becoming increasingly prosperous, and major tourist attractions are often overcrowded during holidays. With the end of the global epidemic caused by the new coronavirus, people's concept of life has changed accordingly, and they are eager to visit famous mountains, rivers, historical monuments, and experience the customs of different regions. Tourism has become an indispensable part of people's lives. The tourism industry has shown a booming trend.

To enrich tourism supply, promote the high-quality development of tourism, further satisfy the needs of the people for a better life, and give full play to the important role of tourism in promoting economic and social development, the General Office of the State Council of China issued the Council (2023) "Several Measures on Unleashing the Potential of Tourism Consumption and Promoting the High-quality Development of Tourism" on September 29, 2023.

In response to the current situation of tourism consumption transformation, tourism industry upgrading, and reconstruction of tourism development pattern in Shandong Province, in December 2023, Shandong Provincial Department of Culture and Tourism and other 10 departments jointly issued the Department (2023) "Implementation Plan for Promoting the High-Quality Development of Marine Tourism (2024-2026)," which aims to take advantage of the current tourism industry transformation and upgrading, and the country's vigorous efforts to promote high-quality development of the strategic opportunities through policy guidance, incentives and coordination and collaboration role to push marine tourism in Shandong Province to the track of high-quality development. It aims to take advantage of the current strategic opportunity of tourism industry transformation and upgrading, and the country's strong push for high-quality development to push marine tourism in Shandong Province into the orbit of high-quality development through policy guidance, incentives, and coordination.

Over the past two years, Zibo City in Shandong Province has capitalized on emerging tourism trends to achieve a comprehensive industrial transformation. Formerly recognized as a traditional industrial hub, Zibo leveraged the popularity of its signature 'barbecue' cuisine as a catalyst to explore local history and culture. By developing cultural tourist attractions and immersive experience projects, the city has

cultivated a unique tourism brand. This strategy successfully facilitated a shift from an economy dominated by industry to one characterized by tourism prosperity.

Weihai, a prominent coastal city situated at the eastern extremity of the Shandong Peninsula, possesses abundant marine resources and distinct geographical advantages. The advancement of marine sports tourism represents not only an innovation and expansion of Weihai's tourism sector, but also an essential strategy to stimulate economic growth, enhance the urban image, and address the increasingly diverse demands of the public.

As an emerging type of tourism, marine sports tourism offers high added value and strong economic benefits. It attracts many tourists and supports related industries such as transportation, accommodation, catering, and retail trade. This leads to more employment opportunities and increases local government revenue. Additionally, developing marine sports tourism helps improve Weihai's industrial structure. It shifts the focus from traditional sightseeing toward leisure, vacations, and active participation. This change strengthens the competitiveness of local tourism and ensures sustainable economic growth.

As living standards improve and tourism consumption trends shift, more tourists are no longer satisfied with simple sightseeing; instead, they are eager to participate in more challenging and personalized activities. Marine sports such as sailing, surfing, fishing, and diving provide unique experiences and excitement to meet the needs of tourists of various ages, genders, and interests. By developing marine sports tourism, Weihai can enrich its supply of tourism products, create diverse destinations, attract more visitors, and enhance the vitality and attractiveness of the local market.

Weihai possesses a long coastline, vast sea areas, beautiful islands, and rich marine ecological resources, which provide unique conditions for marine sports tourism. By giving full play to these natural advantages and building a marine sports tourism brand with distinctive local characteristics, the city can allow more people to understand Weihai's marine culture and charm while enhancing its popularity and reputation. In addition, the development of marine sports tourism promotes the protection and rational utilization of marine resources, realizing a positive interaction between ecology and the economy.

Located on the Shandong Peninsula, Weihai complements surrounding cities in terms of marine resources and its tourism market. The development of marine sports tourism strengthens regional cooperation with neighboring cities by jointly developing tourism routes and hosting events, thereby realizing resource sharing and the mutual exchange of tourists. This not only helps to expand the tourism market, but also promotes regional economic cooperation and the development of the entire region. Furthermore, developing marine sports tourism attracts tourists while stimulating the enthusiasm of local residents for sports activities, which promotes national fitness. By participating in marine sports, residents can enhance their

physical fitness, build their will, relax their minds, and improve their overall quality of life.

At present, marine sports tourism in Weihai has reached a certain scale. Core scenic spots such as the International Seaside Bathing Beach, Ban Yue Bay, Pu Tao Beach and Na Xiang Hai have gradually introduced diversified projects including sailing, kayaking, sea fishing and beach sports, covering various types such as traditional sightseeing, leisure experience and niche adventure. These projects not only meet the family-oriented leisure needs of parents and children, but also cater to the novel and challenging demands of young people. Relying on the geographical advantage of the China-Korea Free Trade Zone, some scenic spots have begun to explore the Japanese and South Korean tourist markets, launching special routes such as cross-border marine ecological observation and fisherman experience. However, Weihai's marine sports tourism is still in its growth stage and there is still room for improvement in product innovation, high-end service supply and balanced seasonal operation.

In summary, it is necessary to carry out marine sports tourism in Weihai. This initiative will not only inject new momentum into economic development, enrich tourism products, and highlight unique urban characteristics, but will also promote public sports and strengthen regional cooperation. To seize this development opportunity, actively promote the high-quality development of marine tourism, improve the leisure and vacation tourism system, set up and complete the tourism experience pattern from seashore to island and from shallow sea to deep sea, promote the development of marine tourism to speed up, cultivate and build several marine style featured projects, and help Weihai build a strong city of the sea, Bureau (2024) Weihai Bureau of Culture and Tourism released on June 18, 2024 the “Weihai Municipality Promote the Implementation Program for High-Quality Development of Marine Tourism.” To set up the tourism brand of WeiHai City characteristics, promote what the tourism industry accounts for, and promote the development of scenic spots, the development of marine sports tourism resources with characteristics of a development strategy is imperative.

## **1.2 Research Purpose**

- (1) To study the current situation of marine sport tourism in WeiHai City
- (2) To develop the strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City
- (3) To validate the feasibility of the strategy of Marine sports tourism resource management to promote tourist attractions in WeiHai City

### 1.3 Research Questions

- (1) What is the current situation of marine sport tourism in WeiHai City?
- (2) What kind of development strategy can develop the strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City
- (3) Is it feasible to propose a strategy to promote the development of tourist attractions with marine sports tourism resources management in Weihai?

### 1.4 Research Scope

#### 1.4.1 Research content

The research of this study is to develop a strategy to promote the development of tourist attractions by marine sports tourism resources management in WeiHai City.

#### 1.4.2 Population and sample

(1) Population: Tourists to the four attractions involving marine sports tourism projects in Weihai International Beach, Putao Beach, Half Moon Bay Beach, and Naxianghai Tourist Attractions (according to data from Internet search, in 2023, WeiHai City received 59.07 million visitors, and marine sports tourism accounted for 2.9%, or about 1.71 million visitors) network (2024)

(2) Sample: Participating respondents who were marine sports tourism tourists in the city of Weihai. (Sample size determined to be 400 based on Krejcie and Morgan's error) Docin (2020); (Morgan, 1970)

For attraction managers and tourism board leaders, purposive sampling was used to select 10 people.

(3) Sampling method: simple random sampling; purposive sampling method.

### 1.5 Definition of terms

#### 1.5.1 Marine Sports

Marine sports are sports and cultural activities that draw on people's knowledge of the sea itself and its resources, including seawater, beaches, islands, and reefs. They are characterized by their local context, ecological significance, spectacle, participation, and entertainment value. It is a new direction for the development of people's sports activities. According to the division of activity sites, marine sports can

be categorized into marine beach sports, including beach volleyball, beach soccer, and beach tug-of-war, as well as other sports; marine water sports, such as swimming, surfing, and sailing; and marine island sports, including sea fishing, among others.

### **1.5.2 Marine Sports Tourism**

Marine sports tourism is a combination of marine tourism and sports, relying on marine natural resources and humanistic landscapes, and using tourism as a carrier to carry out a number of sports activities for the purpose of physical and mental pleasure, entertainment, and leisure. The characteristics of marine sports tourism include the maritime nature of the region, ecology, and the participation of tourists.

### **1.5.3 Tourism resource**

Tourism resources refer to all kinds of things and factors in nature and human society that attract tourists, are capable of being developed for tourism, and generate economic, social, and environmental benefits. Tourism resources can be naturally formed, such as mountains, rivers, lakes, forests, beaches, etc., or created by the humanities, such as historical monuments, cultural heritage sites, folk customs, modern architecture, etc. Additionally, they can include social phenomena, such as festivals and sports events. Tourism resources are characterized by their diversity, uniqueness, immovability, and innovativeness.

### **1.5.4 Tourism resource management**

Tourism resource management refers to a series of management activities including the planning, development, protection, utilization, and supervision of diverse tourism resources. The purpose of tourism resource management is to realize the effective protection and rational use of resources, thereby promoting sustainable tourism growth. This approach aims to meet tourist expectations while generating comprehensive benefits for the local economy, society, and environment.

### **1.5.5 Tourist Attractions**

It refers to a comprehensive industry that, by virtue of its tourism resources and facilities, is exclusively or mainly engaged in recruiting and receiving tourists and providing them with six segments, such as transportation, sightseeing, lodging, food and beverage, shopping, and recreation and culture. Its purpose is to satisfy people's needs for leisure, entertainment, cultural experience, exploration, etc., and to create

economic value and promote employment and regional development through the provision of various tourism products and services. Tourist attractions are characterized by comprehensiveness, strong relevance and sensitivity, and are easily affected by a variety of economic, social, and natural factors. At the same time, the development of tourist attractions can also drive the synergistic progress of related industries, which is of great significance to the regional economy, cultural exchange, and social development.

### **1.5.6 Strategy**

Strategy is the combination of the plans, tactics, or means used to reach a goal or deal with a problem. It is a planned and purposeful course of action that is meant to reach a certain goal or fix a certain problem. Usually, strategies are flexible and may be altered or enhanced as the situation changes.

### **1.6 Research Benefits**

The expected results and benefits of this paper are as follows:

- (1) Sorting out the current development status of marine sports tourism resources management in WeiHai City
- (2) The proposing strategies for promoting the development of tourist attractions with marine sports tourism resources management in WeiHai city
- (3) Enrichment of theoretical research on marine sports tourism

## Chapter2 Literature review

This paper utilizes domestic and international marine sports tourism theories, development strategy-related theories, SWOT analysis and TOWS matrix, and other related theories. (In addition, in the process of making questionnaires and interview outlines, it is initially envisioned that core competitiveness theories, marketing theories, tourist satisfaction theories, industrial integration theories, sustainable development theories, and so on will be applied, which needs the professor's guidance and discussion.) This paper describes the characteristics of bibliometric research through bibliometrics and analyzes the advantages and disadvantages of the existing theories. The main areas include the following:

1. Theory of marine sport tourism
2. Theory of strategy
3. Theory of SWOT Analysis and TOWS Matrix
4. Theory of tourism resource management
5. Previous study

### 2.1 Theory of Marine Sport Tourism

Currently, both domestic and foreign scholars have researched marine sports tourism and its meaning sparsely.

Cui Ruihua (2018), in the article “*Evaluation of the Competitiveness of Coastal Sports Tourism in China's Coastal Areas*,” combed the current situation of marine sports tourism research. Foreign attention to sports tourism began in 1966, and Sports and Tourism, written by Don Anthony, became the earliest literature describing the interrelationship between sports and tourism. In 1970, Williams and Zelinsky shifted their research perspective to sports event tourism and constructed the basic framework of sports tourism research, including *Sports Tourism: Relationships, Impacts and Issues* (Standeven & De Knop, 1999), *Sports and Adventure Tourism* (Hudson, 2003), *Sports Tourism: Relationships, Impacts and Issues* (Ritchie et al., 2004), and *Development of Sports Tourism* (Hinch & Higham, 2001). These publications significantly increased scholarly attention to sports tourism. After the 1950s, with the development of coastal tourism, some scholars have gradually carried out studies on the measures of development of coastal sports tourism resources, the management system,

and the constraints. Some scholars gradually carried out research on the development measures of coastal sports tourism resources, management systems, constraints, and other factors. It is believed that the research on coastal sports tourism at home and abroad is still in the primary stage and has not formed a unified research system.

Marine sports tourism is a tourist in their spare time carrying out various forms of marine leisure sports as the motive, based on marine resources, to entertain the body and mind, leisure and health, recreation, recreation, catharsis, and interaction for the purpose of voluntary participation in the tourism process to participate in and watch a variety of marine sports as the main content, so as to obtain the unique experience of the body and mind and to achieve the physical and mental development of the harmony of the tourism activities. Zhang Zecheng (2016)

Zhang Weike (2015) considered that marine sports tourism is carried out by tourists in their free time, with marine sports tourism as the motive, based on marine water resources and the ecological environment system, voluntary participation, not limited to the strict rules of time and activities, and certain physical movement as the basic means of sea-related sports programs.

In summary, the current research on Marine Sports Tourism is still in the primary stage and has not formed a unified research system. In this paper, “marine sports tourism” is defined as a combination of marine tourism and sports, based on marine natural resources and humanistic landscape, with tourism as a carrier, to carry out a number of sports activities for the purpose of physical and mental pleasure, recreation, and leisure activities. The characteristics of marine sports tourism include the maritime nature of the region, its ecological nature, and the participation of tourists.

## 2.2 Theory of Strategy

“Strategy” is commonly defined as a course of action and the way and means to achieve a specific goal. It is difficult to trace its origin back to a single source with certainty, as the term “strategy” has been widely used and discussed in various fields and periods of history. It has been used and elaborated on in many fields, such as the military, politics, business, and management. Western political and military writings, as well as ancient Chinese military arts and codes, discuss and utilize similar concepts. Therefore, the definition of “strategy” in this paper is that it refers to the sum of plans, methods, or means adopted to achieve a goal or to cope with a certain situation. It is a deliberate and systematically planned course of action designed to achieve a specific purpose or solve a specific problem. Strategies are usually flexible and adaptable, capable of being adjusted and optimized in response to changes in the actual situation.

In article “*The Path to Financially Efficient Value Creation - Inspiration from the book Strategy is Simple*,” Zhao Tuanjie (2024) argued that business models are also continuously optimized. The internal logic is that the owner of an enterprise

defines the business model for a certain period of time by formulating the company strategy, and as the internal and external environments change, the enterprise needs to adjust its business model at the right time. It is important to take into account the actual situation of the enterprise and formulate a corresponding reasonable strategy to bring out the relative advantages.

Sun Wei (2024), in the article *“The construction of China's coastal sports tourism industry picture and the path of high-quality development,”* uses literature, logical analysis and other methods to analyze the status quo of China's coastal sports tourism industry, development dilemmas, and puts forward high-quality development strategies. China's dilemma in developing the coastal sports tourism industry includes an unreasonable project layout, a need for improved business service quality, a requirement for stronger industrial integration, and a scarcity of core industry elements. From the core elements, functional mechanism, and endogenous power to build China's coastal sports tourism industry development picture. High-quality development path: based on the strategic synergy mechanism, continue to optimize the project layout; based on the mechanism of mutual benefit, effectively improve the quality of operation and service; based on the mechanism of industrial integration and resource sharing, strengthen cross-border integration; based on the mechanism of environmental symbiosis, deeply stimulate the value of core elements.

Jing (2018), in the *“Marine Leisure Brand Positioning and Promotion Countermeasures Research,”* used of tourism image shaping theory, tourists' satisfaction theory, and core competitiveness theory, along with the literature method, fieldwork method, and other methods, to carry out a detailed analysis of Zhoushan. The article believes that the development of the marine leisure tourism industry requires better use of the advantages of the established resources and the accurate positioning of the brand so as to be more effective in promoting. The article argues that the development of the marine leisure tourism industry needs to better utilize the existing resource advantages, accurate brand positioning, and more effective promotion. Marine leisure brand positioning and its promotion countermeasures are proposed.

Ruijing (2016), in the article *“Strategic Concept of Creating a ‘Blue Sports Tourism Belt’ in the Blue Economic Zone of Shandong Peninsula,”* through a combination of qualitative research, quantitative research, and the use of theories such as the location theory, the tourist satisfaction theory, the marketing theory, the core competitiveness theory, etc., analyzed the seven coastal cities in Shandong Province: Qingdao, Yantai, Weihai, Weifang, Rizhao, Dongying, and Binzhou. It is concluded that the linkage between marine tourism and sports development in Shandong Province is not strong, the theme of marine sports tourism is not prominent, and there is no brand awareness of marine sports tourism.

To summarize, the term “strategy,” in this paper, can be defined as a feasible

course of action to promote the development of the corresponding scenic spots after an in-depth investigation of the current situation of the development of marine sports resources in WeiHai City.

### 2.3 Theory of SWOT Analysis and TOWS Matrix

The theory of SWOT analysis was originally proposed by Wyrick, a professor of management at the University of San Francisco, in the early 1980s. SWOT analysis is a situational analysis method based on the internal and external competitive environment and competitive conditions. By comprehensively evaluating and analyzing the strengths, weaknesses, opportunities, and threats of the analyzed object, the SWOT analysis draws conclusions to clearly identify the resource advantages and deficiencies of the analyzed object through the organic combination of internal resources and external environment and to understand the opportunities and challenges faced by the analyzed object so that it can be used at both strategic and tactical levels and then be used as a basis for the development of a strategy. In order to adjust the methods and resources at both strategic and tactical levels to ensure the implementation of the analyzed target to achieve the goals.

The TOWS Matrix is based on the SWOT analysis, also known as the “Inverted SWOT Matrix,” which regroups the factors in the SWOT analysis to form four strategic alternatives.

1. Strengths-Opportunities (SO) strategy: Utilizing internal strengths to seize external opportunities.
2. Weakness-Opportunity (WO) strategy: Overcome internal weaknesses to seize external opportunities.
3. Strengths-Threats (ST) Strategy: Utilize internal strengths to avoid external threats.
4. Weakness-Threat (WT) strategy: reduce internal weaknesses to avoid external threats.

The TOWS Matrix is more focused on strategy development and selection than a SWOT analysis and provides more targeted and actionable strategic guidance to an organization or individual by considering a combination of factors.

In the article “*SWOT Analysis of the Development of Coastal-type Sports Tourism Project in Hainan Province*,” Chen Tao (2024) adopts literature review, SWOT analysis, and field survey methods to analyze the current situation and characteristics of coastal-type sports tourism project development in Hainan Province. The results show that: ① Advantages (S) of coastal-type sports tourism projects in Hainan Province include rich natural resources, sports characteristics plus support, and significant policy support. ② Weaknesses (W) include poor infrastructure construction, insufficient domestic competitiveness, and lack of senior sports

programs. ③Opportunities (O) include national policy support, increased market demand, and upgrading of tourism industry. ④Threats (T) include natural disasters, environmental protection pressure, and lack of talents. The SWOT analysis matrix deduces the four development strategies of reversal, growth, diversified development, and defense, and puts forward suggestions: make full use of the policy dividend, create high-quality projects, optimize the infrastructure, increase publicity, improve the management system, and improve the quality of tourism.

Xu Yanwei (2021), in *“Research on the Development Strategy of China's Coastal Sports Tourism Industry Based on SWOT-AHP Type Structure—Taking Dalian City as an Example,”* stands from the perspective of industrial management, and takes Dalian's coastal sports tourism industry as an example to explore the advantages, disadvantages, opportunities, and challenges of industrial development. Construct the SWOT-AHP analysis model of the Dalian coastal sports tourism industry, and derive the optimization route of industrial development by calculating the judgment matrix: insist on the policy attraction to drive the construction of supporting infrastructure, strengthen the macro-control and resource integration, optimize and upgrade the industrial structure, promote the development of the modernized city, and guide the public to improve their consumption concepts and consumption level. Increase the value of cultural connotation of the industry, adjust the contradiction between supply and demand of the industry, improve the seasonal difference of the coastal sports tourism industry, and promote the sustainable development of China's coastal sports tourism industry with scientific development strategies.

Gala Kai (2013), in *“SWOT Analysis of the Development of Marine Sports Industry in Shanghai,”* used the literature method, interview method, SWOT analysis method, and questionnaire survey method to analyze the current situation of the development of Shanghai's marine sports industry, based on the advantages, disadvantages, opportunities, and competition of Shanghai's development of the marine sports industry, and put forward the countermeasures for the development of Shanghai's marine sports and leisure industry.

To sum up, this study will use the theory of SWOT Analysis and TOWS Matrix to analyze the main internal strengths and weaknesses and external opportunities and threats that are closely related to the marine sports tourism resources of WeiHai City and sort them out in the form of a matrix. Then appropriate development strategies will be proposed.

## 2.4 Theory of Tourism Resource Management

Through field investigation and literature review, Lee (2024) believes that the development of tourism resources and forest eco-tourism management in Dali the

development of forest eco-tourism is still in its infancy. According to the present situation of Dali's tourism resources, this paper analyzes the main characteristics of Dali's tourism resources and puts forward some effective strategies for the development of Dali's tourism resources and the management of forest eco-tourism.

Through field investigation and SWOT analysis, Limengyuan (2024) believes that Xinjiang sports tourism has developed to a certain extent under various efforts, but there is still a lack of integration of sports resources and tourism resources, which greatly hinders the rapid development of sports tourism in Xinjiang, and there is still a gap with other domestic tourist attractions of a similar nature. This paper systematically analyzes the characteristics, development conditions, and environment of sports and tourism resources in Xinjiang, evaluates the potential of resource development, and puts forward the idea of integrating sports and tourism resources, aiming to promote the deep integration of tourism and sports in Xinjiang, cultivate and strengthen the sports tourism industry, and promote the healthy and sustainable development of the sports tourism industry in Xinjiang.

Xu (2017) believes that the explosive growth of network information has brought opportunities and challenges to the tourism resource management system. The traditional tourism resource management system only electricizes the operation process of travel agencies and realizes the preliminary electronic office. However, the system lacks real-time analysis of tourism resources related to people's food, clothing, housing, and other needs, as well as an analysis of user characteristics, making it difficult to provide personalized and customized services. Based on this, this paper divides tourism resources into four categories: food, clothing, housing, and transportation. To realize the personalized recommendation function of these four types of tourism products, we first use the web crawler to automatically obtain tourism information and use natural language processing tools to extract features of various information. At the same time, the behavioral characteristics of registered users are analyzed. Through the feature extraction of tourism resources information, the characteristics of tourism information are generated. According to the analysis of user behavior characteristics, the user interest is produced so as to realize the personalized recommendation system of tourism information.

Huanhuan (2015) studied the implementation methods and key technologies of the tourism resource management system, introduced the Map World public service platform, designed a thematic database of tourism resources, and realized the data storage management mechanism and call process. Based on the Map World geographic information public service platform, the functions of integrated query of tourist attractions, recommendation of boutique routes, and bus transfer were realized. The application results of the service-oriented tourism resource management system show that the designed management system can provide visual and networked travel tourism geographic information services for the public and provide strong technical

support for the scientific management and decision-making of urban tourism.

Dongping (2015) believes that a scientific and effective system for managing tourism resources is the fundamental guarantee for the sustainable development of those resources. On the basis of combing and practical analysis of the innovation literature of tourism resource management systems at home and abroad, the author points out that the ownership reform is the core to solving the problem of tourism resource management in China. Based on the principal-agent theory, government regulation theory, and stakeholder theory, the author puts forward the idea and framework design of the innovation of China's tourism resource management system, that is, the central government (provincial government) exercises the sole ownership; integrates the management rights of all tourism resources counterpart departments and builds a vertical management system; actively introduces market players; improves laws and regulations; and establishes a management system for the harmonious development of responsibilities, rights, and interests.

As the basis of the development of the tourism industry, Fu (2014) tourism resources are an indispensable part of the tourism system. The author examines the issues present in the current tourism resource management system. Based on the simple description of the system and the analysis of user requirements by using the data flow diagram and data dictionary of the structured method, a five-layer software architecture composed of user layer, operation layer, function layer, service layer, and data layer is designed.

According to the survey of ZangMin (2010), the scenic spot has gathered a large number of the most precious natural and cultural heritage resources in China, and has formed a resource industry with great influence at home and abroad. The national, provincial (district) and municipal (county) three-level scenic spot system and management institutions implement unified planning and unified management of scenic spots. These institutions have played an important role in the protection, planning, management, construction and development of scenic spots, and have completed the transformation of scenic resources from loose management to national standardized management. China once implemented a planned economy dominated by the government, but there has been no clear institutional arrangement for the management of public resources, especially the national natural and cultural heritage resources. In name, the property rights of national natural and cultural heritage resources belong to the whole people; in fact, due to the adoption of multi-head management, the main body of property rights is not clear, and the state lacks a special, stable and authoritative body to exercise the ownership function on behalf of the state, resulting in the absence and falsification of the owner's facts.

## 2.5 Previous Study

### 2.5.1 Domestic China

Xiang (2024), in “*Research on the Sustainable Development of China's Marine Sports Tourism Public Services Based on the Perspective of Low-Carbon Economy*,” adopts the research methods of literature analysis and expert interviews to discuss the connotation of the concepts of a low-carbon economy and marine sports tourism and analyzes the connection between the two in depth. Simultaneously, Xiang (2024) analyzes in depth the problems faced by China's marine sports tourism public service from the perspective of a low-carbon economy. It is found that there are problems such as insufficient publicity for low-carbon marine sports tourism, inefficient utilization of marine natural resources, lack of professional talents, high thresholds of participation, and poor standardization of market operation. To promote the sustainable development of China's marine sports tourism public services under the perspective of low-carbon economy, it is necessary to vigorously publicize low-carbon sports tourism, increase the opening up of marine sports tourism scenic spots to the outside world, promote the innovation of scenic spots, actively cultivate professionals, and formulate policies on low-carbon marine sports tourism, and it is suggested that the government should play a guiding role in the process.

Sun Wei (2024), in the article “*The construction of China's coastal sports tourism industry picture and the path of high-quality development*,” uses literature, logical analysis, and other methods to analyze the status quo of China's coastal sports tourism industry, development dilemmas, and puts forward high-quality development strategies. China's coastal sports tourism industry development dilemma: the project layout is not reasonable, the quality of business services needs to be improved, industrial integration needs to be strengthened, and the core elements of the industry are still scarce. From the core elements, functional mechanism, and endogenous power, to build China's coastal sports tourism industry development picture. High-quality development path: based on the strategic synergy mechanism, continue to optimize the project layout; based on the mechanism of mutual benefit, effectively improve the quality of operation and service; based on the mechanism of industrial integration and resource sharing, strengthen cross-border integration; based on the mechanism of environmental symbiosis, deeply stimulate the value of core elements.

Yao Yunhao (2024), in “*Research on Driving Factors and Innovation Paths for High-Quality Development of Marine Sports Tourism Industry in Liaoning Province*,” utilized the literature method to find the driving factors and innovation practice paths for the high-quality development of the marine sports tourism industry in Liaoning Province from the realistic background of the stage of China's high-speed economic

growth turning to high-quality development. The results show that policy dividend driving force, consumption upgrading pulling force, industry integration driving force, and science and technology empowerment supporting force are the driving factors to promote the high-quality development of marine sports tourism in Liaoning Province; combining with the current situation of the development of marine sports tourism in Liaoning Province, it puts forward innovative paths of high-quality development: policy guidance and system guarantee, technology empowerment and innovation driving force, environment optimization and scenario innovation, and resonance of supply and demand and factor agglomeration.

Li Zhigang (2023), in *“Study on the Role of the Government in Marine Tourism Development under the Perspective of Natural Resource Tenure,”* it was proposed that the natural resources involved in marine tourism development are complex, public, and holistic, and that addressing the issue of natural resource tenure is a prerequisite for the development of marine tourism. The complexity of the ownership of marine natural tourism resources leads to a variety of challenges in the development of marine tourism resources, the emergence of confusion over resource tenure definitions, configuration inefficiency, quality degradation, and fuzzy boundaries of rights and responsibilities, etc., so the development of marine tourism must be led by the government in order to overall control the development planning, effectively manage resource tenure, standardize the operation of the market-oriented operation, and coordinate all the parties' main body responsibilities so as to promote the development and utilization of marine tourism resources. Protective development and utilization of marine tourism resources.

In *“Location Logic and Spatial Layout of the Development of Marine Sports Industry in China at the New Development Stage,”* Miao Zhiwen (2023) based on the theory of new economic geography, analyze the advantages of the development environment in three aspects of resource endowment, policy support and market demand, and put forward the location logic and spatial layout strategy of the development of the marine sports industry in response to the four constraints and shortcomings. The study concludes that: (1) marine sports industry should be committed to the development of sports program space, sea-land integration space and coastal city cluster space; (2) the layout of the project development according to spatial planning and location elements, to enhance the participation of marine sports; (3) innovation of the construction of marine sports industry carriers, the formation of the “ocean - inland - inland water” radiation effect; (4) Promote the high-end of marine sports manufacturing industry, and build “production, learning, research and use” state-owned brand high-tech industry chain; (5) Financial empowerment for the high-quality development of marine sports industry, and construction of special industrial agglomeration functional area.

Dongmei (2022) quantitatively analyzed the spatial distribution characteristics of

marine tourism resources in Shandong Province based on the spatial perspective, using Python to count the marine tourism resources of seven coastal cities in Shandong Province, and utilizing the methods of nearest-neighbor index, geographic concentration index, Gini coefficient, imbalance index, and kernel density estimation, as well as ArcGIS 10.2 software. By analyzing the influencing factors of the spatial distribution of marine tourism resources in Shandong Province, the following conclusions are drawn: geographic environment and social culture are the necessary conditions for the formation of marine tourism resources; national strategies and policy orientations influence the planning and development of marine tourism resources; by calculating the geographic linkage rate, it is found that the level of socio-economic development is closely linked to the spatial distribution of marine tourism resources; by doing buffer zone analysis of transportation routes, it is found that marine tourism resources points are mostly concentrated in the buffer zone of transportation routes. Through the buffer zone analysis of the transportation routes, it is found that the marine tourism resources are mostly concentrated in places with convenient transportation.

In the article Wang Ji (2021), "*Research on the Development of Marine Sports in China in the Era of Big Data*," the literature method was used to study and explore the development path of marine sports in China in the era of big data, how to optimize the structure of the marine sports industry, and promote its sustainable development. The results of the study found that: at present, China's marine sports still exist in the misallocation of resources, the lack of market management, and poor publicity, wearable smart devices have not been integrated, and the data linkage platform has not yet been established, and other issues. The application of big data in the field of marine sports can scientifically allocate marine sports resources, promote the transformation and upgrading of marine sports, boost the deep integration of marine sports and related industries, and realize the scientific and technological development of marine sports. The data development path of marine sports in China is proposed: scientific operation to improve quality and efficiency; precise decision-making and intelligent management; common sharing and regional linkage; integration of body and medicine and innovative services; scientific early warning and risk avoidance.

Chen Enze (2021), in "*Development Strategy of Hainan Marine Sports Characteristic Cultural Tourism Resources*," the literature method was used to analyze the current status of marine sports tourism in Hainan Province and then made further discussion on the development strategy. It is believed that tourism is a sunrise industry that promotes economic development, and the combination of ocean, sports and tourism to form a new type of marine sports tourism will become a pioneer industry that promotes economic growth and also promotes the development of tourism to a large extent. However, when developing marine sports tourism products in Hainan Province, the irreplaceability, interactivity, and non-productivity of marine

sports tourism products are neglected. Suggestions are made to promote diversification of products, promote cooperative development of the sector, and establish multi-channel training institutions to provide comprehensive training for practitioners.

W. L. Xu Pengzhan, Shang Ningning (2021), in the *“Hebei marine sports and tourism industry integration status and countermeasures research,”* the use of literature and data method, field research method, etc. on the integration of marine sports and tourism in Hebei status quo analysis, in the integration of the status quo on the basis of the integration of the construction of integration and development model ideas, and puts forward the path of the integration of the marine sports and tourism industry in Hebei countermeasures, that is: in the integration of the ideas to be Scientific positioning, coordinated development, based on the Beijing-Tianjin-Hebei region, radiation in North China and Northeast China; scientific layout, increase the marine sports tourism boutique project group tourism resources development, such as the integration of sports and tourism resources, to achieve the sports and tourism brand share driving “sports + tourism” industry chain.

W. L. Xu Pengzhan, Shang Ningning, Song Junlin (2021), in *“Research on Measures for the Integration and Development of Marine Sports and Tourism Industry in Qinhuangdao City,”* this paper analyzes the current situation of the integration of the marine sports and tourism industry in Qinhuangdao City and the problems that exist by applying the literature method, the fieldwork method, the interview method, etc., and in the measures for the development of the integration, it mainly proposes the synergistic development of the industry for mutual benefit; the innovation of marine sports and tourism resource development and integration; creating a new model of regional tourism; formulating marketing strategies and developing intelligent sports tourism; and promoting the extended development of other industries in marine sports tourism and other development paths.

To summarize, for the study of marine sports tourism, at present, Chinese domestic experts and scholars have adopted a variety of theories and perspectives on the study of marine sports tourism. In terms of research theories, the theoretical frameworks of various disciplines have been applied, such as the sustainable development theory in tourism, which emphasizes the rational development and protection of marine sports tourism resources; the industrial integration theory in economics, which explores the interpenetration and synergistic development of the marine sports and tourism industries; and the hierarchy of needs theory in sociology, which analyzes the motives and needs of tourists participating in marine sports tourism. However, there are some limitations in the current study, which mostly adopts qualitative research methods, such as insufficient quantitative analysis of certain influencing factors.

### 2.5.2 Outside of China

Song and Kang (2023) studied “*The Relationship between Marine Sports Tourist Destinations, Social Responsibility, and Environmentally Responsible Behavior,*” it was investigating the structural relationship between tourist destination identification and environmental responsibility practices based on the social responsibility activities for visitors of marine sports tourist destinations, where domestic travel has been active since COVID-19. Furthermore, we aimed to provide academic and practical implications by investigating the relationship between DSR, a major variable in sustainable marine sports tourism, and ERB. Data from a survey of tourists who participated in marine sports (n = 392) were analyzed using structural equation modeling and Hayes PROCESS macro with bootstrapping procedures. According to the analysis results, it was found that marine sports tourist DSR positively affected destination identification and ERB, and that tourist destination identification positively influenced ERB. Second, it was shown that the effect of the social responsibility of a marine sports tourist destination on ERB is mediated via the influence of tourist destination identification.

Darmawan et al. (2022) aims to identify the potential of water sports tourism on “Development of Water Sport Tourism Based on Sustainable Tourism in Pramuka Island, Thousand Islands DKI Jakarta.” This research uses qualitative research methods with reference to the concept of sports tourism, water based tourism and sustainable tourism. The population in this study was in the form of a social situation, namely Pramuka Island (land and water areas) with participants in it, Thousand Islands National Marine Park (TNLKPs), local tourism industry and Pramuka Island community. Research instruments in this study are observation, interviews and literature studies. Data analysis using the Miles and Huberman model with data triangulation. The results of this study indicate that Pramuka Island has the potential to be developed into a sports tourism destination in particular is skin diving, snorkeling, fishing. The strategy for developing sports tourism in Pramuka Island is increasing community participation in tourism activities, especially sport tourism based on water tourism, zoning area for marine sports tourism activities so as not to be confused with marine conservation areas and improving supporting facilities and infrastructure for marine sports tourism activities.

Handayani and Prasita (2021) aims to understand about “*Optimization of The Role of The Department of Youth Culture And Sports Tourism of Sumenep Regency in The Development of Integrated And Sustainable Gili Labak Marine Tourism Area*” and describe the role of the Department of Tourism, Culture, Youth and Sports of Sumenep Regency in tourism development in the Gili Labak Island Region. By using qualitative research methods, the results of this study state that the role of the Tourism, Culture, Youth and Sports Office of Sumenep Regency in the development of the Gili

Labak Maritime Area consists of 3, namely as a motivator, dynamist and facilitator. In general, the development of marine tourism areas on Gili Labak Island is good, but tourism facilities and infrastructure in the area need to be improved so that tourism services to visitors are better.

Martínez Vázquez et al. (2021) found out that “*Analysis and Trends of Global Research on Nautical, Maritime and Marine Tourism*” was related to the sea and boating activities are becoming increasingly popular and revolve around a range of leisure, water sports, nautical, or other maritime activities. This article studies the main scientific contributions in this area, bearing in mind the complexity of finding a suitable definition of this concept. Hence, this paper aims to analyze the scientific production from 1986 to 2020 in impact journals of the terms “nautical tourism”, “maritime tourism”, and “marine tourism”, considering the following variables: number of documents, number of articles, period being studied, Hirsch citations, and index. The results show an increasing trend in terms of both the number of published articles and citations publications from 2007 onwards, and the review of the literature raises the need to define a new concept: “blue tourism”. Future trends in research include terms such as tourist ports, quality of websites and blue economy.

(Jae-Yong, 2018) was carried out “*The Phenomenological Study of Multifunctional Fishing Ports for Revitalization of Marine Sports*” as a phenomenological study of multifunctional fishing ports for revitalization of ocean sports. Study methods included in-depth interviews and participatory observation as qualitative methods, and a literature review. This study verified the fact that it is difficult for marina, a place to enjoy ocean sports, and a fishing port, a place for fishing, to coexist. The greatest difficulty was caused by the prejudice of fishermen that marina is an elite sport for rich people. Such multifunctional fishing ports are becoming advanced bases for ocean sports. However, it is not easy to promote shared growth of marina for leisure activities and a fishing port for livelihood. In addition, businesses operating in ocean sports and fishermen have considerable conflicts in that they are sharing the same sea.

Saayman and Saayman (2017) investigated “*How Important Are Blue Flag Awards in Beach Choice?*” whether the Blue Flag status necessarily attracts a different beachgoer. It asks whether clear differences can be found between beachgoers at Blue Flag and non-Blue Flag beaches. Surveys of beachgoers were conducted during summer (March to April 2014) at six beaches near Cape Town and three near Mossel Bay. Four of these nine Western Cape beaches had Blue Flag status. The data from 374 completed questionnaires collected via random sampling were analyzed using principal component analysis and logistic regression analysis. The results showed that seven beach-specific attributes attract beachgoers, with the most important ones being beach cleanliness and infrastructure. The results of the logistic regression showed that Blue Flag beachgoers are more likely to be locals, travelling in

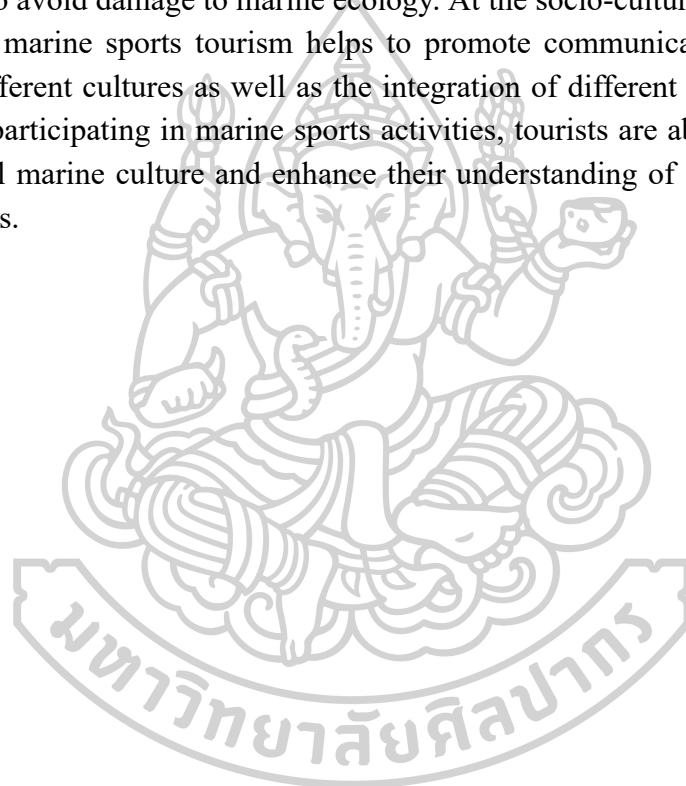
larger groups, and are motivated to visit the specific beach on the basis of attractiveness. They also regard visual beach cleanliness as more important. The paper has several findings, namely, it identified unique motives for travelling to a beach, and it identified the attributes that mattered to beachgoers. It also highlighted the need for educational activities as well as environmental issues. Another important finding is a clear distinction between Blue Flag and non-Blue Flag beachgoers. This innovative study made a contribution in terms of literature and practice.

Lagarensen and Walansendow (2016) aimed to examine “*Developing Marine and Coastal-based Sport Tourism on the Waterfront: The Case of Manado Waterfront, Indonesia*” about the existence of marine and coastal-based sport tourism on the waterfront. They are dependent on certain types of coastal environment or condition including surfing, windsurfing, fishing, scuba diving, snorkeling, water-skiing and sailing and parasailing. Each of these activities has millions of regular participants. Tourism communities realize the value of marine sports attached to waterfront and marine sport events continue to grow in size and number. This study uses on-site observation and interviews to the people at and around Manado waterfront. The results show that a number of benefits can be realized by communities of all sizes that have developed a strategic marine sports tourism plan such as 1) economic development for the city with increased benefits to host community and to the city in general; 2) marine sports system development by hosting events that are strategically planned leading to increased capacity within the city’s marine sport system; 3) social and community development with trained volunteers increases community pride and the opportunity to enrich facility infrastructure. The community needs to be well equipped with a high standard of knowledge, skills and attitude to be employed in marine sports tourism sectors.

Hoon and Ho (2015) was conducted on “*The Impact of Marine Sports Experience on Life Satisfaction.*” This study aims to find how participants’ experiences in marine sports impact life satisfaction. There are 391 participants currently living in the ‘S’ city of South Choongcheong province in Korea who were selected as subjects of this study. The collected data were processed to carry out the frequency analyses, factor analyses, reliability validation, and multiple regression analyses. Results obtained from the study are as follows: First, sub-variables of the ‘Experience,’ such as ‘Satisfaction of Experience,’ ‘Educational Experience,’ ‘Deviant Experience,’ and ‘Aesthetic Experience,’ appeared to have a direct impact upon ‘Satisfaction of Physical Activity.’ Second, sub-variables of the ‘Experience,’ such as ‘Satisfaction of Experience,’ ‘Educational Experience,’ ‘Deviant Experience,’ and ‘Aesthetic Experience,’ also appeared to have a direct impact upon ‘Satisfaction of Rest.’ Third, sub-variables of the ‘Experience,’ such as ‘Satisfaction of Experience,’ ‘Educational Experience,’ ‘Deviant Experience,’ and ‘Aesthetic Experience,’ appeared to have a direct impact upon ‘Satisfaction of Social Activity.’ Such results suggested that the experiences of participants in marine sports influenced the participants’ life satisfaction. Also, it was identified that the participants’

experiences of marine sports positively impacted the satisfaction of ‘Physical Activity,’ ‘Rest,’ and ‘Social Activity’ of people.

In summary, foreign experts and scholars have not formed a unified research system on marine sports tourism. The research of foreign experts and scholars on “marine sports tourism” is characterized by multiple dimensions. In the economic aspect, they think that marine sports tourism has huge market potential and economic benefits. Through reasonable planning and marketing, it can promote the sustainable growth of the regional economy. From the environmental perspective, experts emphasized the vulnerability of marine ecosystems. They pointed out that the development of marine sports tourism activities must be based on environmental protection to avoid damage to marine ecology. At the socio-cultural level, studies have shown that marine sports tourism helps to promote communication and integration between different cultures as well as the integration of different social groups. In the process of participating in marine sports activities, tourists are able to experience the unique local marine culture and enhance their understanding of and respect for local communities.



## 2.5 Research theoretical framework

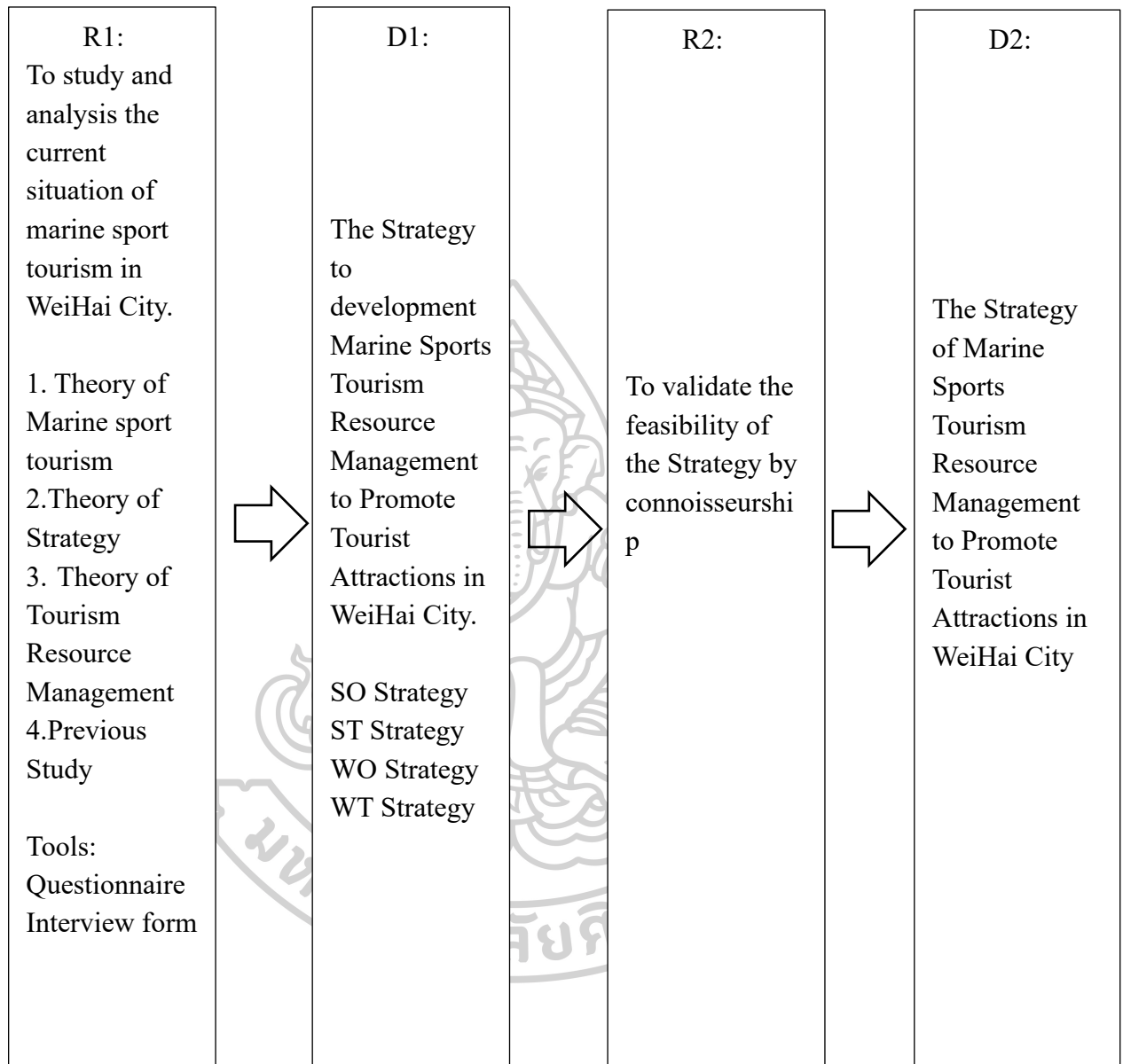


Figure 1: Research flow chart

## Chapter 3 Research Methodology

### 3.1 Type of Research Methodology

A mixed research method was used in this study. Quantitative research was conducted through the questionnaire survey method. Qualitative research was conducted using the field investigation method, the interview method.

**R1:** Review related literature; conduct fieldwork to understand the relevant background, characteristic tourism projects, and infrastructure construction of the development of marine sports tourism resources in WeiHai City; hold a focus group discussion; seek the professor's guidance to prepare the “Questionnaire for Participants of Marine Sports Tourism in WeiHai City”; test the reliability and validity of the designed questionnaire; grasp the current situation of the development of marine sports tourism in WeiHai City; and carry out a SWOT analysis.

**D1:** Propose a preliminary to develop the strategy for marine sports tourism resources management in WeiHai City.

**R2:** To validate the feasibility of the strategy through connoisseurship.

**D2:** Modify the strategy according to the opinions of experts in R2 to obtain the final development strategy of marine sports tourism resources management in WeiHai City.

### 3.2 Research methods

#### 3.2.1 Interview method

This study plans to organize ten experts to conduct focus group discussions on the development of marine sports tourism resources management in WeiHai City.

#### 3.2.2 Questionnaire survey method

In order to make the research smooth, analyze the development status of marine sports tourism resources in WeiHai City, as well as the specific needs of marine sports tourism tourists. The questionnaire survey method was used to collect data and design the questionnaire. And five experts were invited to test the reliability of the questionnaire. The questionnaires were issued and recovered using a combination of online and offline methods.

### **3.3 Research area**

Development Strategy of Marine Sports Tourism Resources Management in WeiHai City

### **3.4 Population and sample**

#### **3.4.1 Population**

Tourists to the four attractions involving marine sports tourism projects in Weihai International Beach, Putao Beach, Half Moon Bay Beach, and Naxianghai Tourist Attractions (according to data from Internet search, in 2023, WeiHai City received 59.07 million visitors, and marine sports tourism accounted for 2.9%, or about 1.71 million visitors) network (2024).

#### **3.4.2 The sample**

Participating respondents who were marine sports tourism tourists in the city of Weihai. (Sample size determined to be 400 based on Krejcie and Morgan's error) Docin (2020); (Morgan, 1970)

For attraction managers and tourism board leaders, purposive sampling was used to select 10 people

The sampling methods used were simple random sampling and purposive sampling.

### **3.5 Research tools**

#### **3.5.1 Questionnaire**

To understand the development status of marine sports tourism resources in Weihai city, a survey questionnaire was designed using a variety of theories related to the theory of marine sports tourism, the theory related to the development strategy, the theory of tourist satisfaction, and other related theories. And based on the Likert five-point data interpretation standard.

The construction process of the questionnaire is as follows:

Step1: Study and analyze the relevant literature, concepts, theories, and studies.

Step2: Construct a preliminary questionnaire on the development status of marine sports tourism resources in WeiHai City, and send it to the dissertation supervising

professor, who will modify the content according to the suggestions.

Step3: The objective consistency index (IOC) of the questionnaire was examined by three experts. The objective consistency index (IOC) exceeded 0.5.

Step4: The questionnaire was modified according to the experts' suggestions.

Step5: Pre-administered 30 questionnaires for the Cronbach's alpha test.

Step6: The questionnaire was distributed to 400 tourists for the survey. The reliability of the questionnaire was tested using Cronbach's alpha coefficient.

### **3.5.2 Interview Form**

After clarifying the current situation of the development of marine sports tourism resources in WeiHai City, combining the theory of marine sports tourism, the theory related to development strategy, the theory of tourist satisfaction, and other related theories, and referring to the existing relevant research results, and under the guidance of professors, we constructed the interview framework of the problem and carried out the structured design and preparation of the interview outline.

The construction process of the Interview Form is as follows:

Step1: To study and analyze the related literature, concepts, theories, and studies.

Step2: Construct a preliminary interview form on the development status of marine sports tourism resources in WeiHai City, and send the interview form to the dissertation supervising professor, who will modify the content according to the suggestions.

Step3: The objective consistency index (IOC) of the interview form was examined by three experts. The objective consistency index (IOC) was greater than 0.5.

Step4: The interview form was modified according to the experts' suggestions.

Step5: Determining the time and place of the interview.

### **3.6 Data collection**

**Quantitative data:** The data collection for the quantitative study was mainly based on questionnaires. The questionnaire data came from online and offline field distribution.

**Qualitative data:** Interviews were conducted with my consent to record the data collection for the qualitative research, and then the interview materials were organized.

### 3.7 Data analysis

Data collected from the questionnaire were analyzed using descriptive statistics. Content analysis of data collected from interviews.

Content analysis of the interview. Statistical Analysis of the Questionnaire. Quantitative statistical analysis of the collected data was performed using SPSS and software.



## Chapter 4 Data Analysis and Results

This study aims to propose strategies for managing resources related to marine sports tourism to promote tourist attractions in WeiHai City. It first examines the current state of marine sports tourism in Weihai, proposes relevant strategies to enhance scenic area development, and validates and optimizes these strategies. This chapter employs descriptive statistics for quantitative analysis of questionnaire data and utilizes content analysis for qualitative analysis of interview data.

This chapter uses the SWOT analysis method, combined with quantitative and qualitative data, to find out the advantages, disadvantages, opportunities, and threats of Weihai marine sports tourism. Using the TOWS matrix, the corresponding ST strategy, SO strategy, WT strategy, and WO strategy are proposed. Then, nine experts are invited to appreciate and verify the feasibility of these strategies and improve the strategies according to the appreciation results. This chapter is divided into three parts:

1. The current situation of marine sport tourism in WeiHai City
2. The strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City
3. Validate the feasibility of the strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City

### 4.1 The current situation of marine sport tourism in WeiHai City

To study the current situation of marine sports tourism in WeiHai City, the researcher first conducted a questionnaire survey on 400 tourists visiting the city to collect quantitative data. Then the researcher interviewed 10 people to collect the qualitative data, including the 4 managers and related staff of the four scenic spots with marine sports tourism resources in WeiHai City, 2 leaders in the Weihai Cultural Tourism Bureau, and 4 managers of tourism companies in WeiHai City.

#### 4.1.1 Weihai Marine Sports tourism current situation questionnaire Survey

##### Results

In order to investigate the current situation of marine sports tourism in WeiHai City, The researchers used questionnaires to collect quantitative data. The research will analyze the research results from three parts: the basic information of tourists, the current situation of marine sports tourism in WeiHai City, and the satisfaction of

tourists.

#### 4.1.1.1 Basic information of tourists

In the part of basic information of tourists, the research focuses on the gender, tourism origin, age, occupation, education level, monthly income and other aspects of tourists. The details are as follows (Table 1).

Table 1: Basic tourists information.

| Content         | Choice   | f   | Percentage |
|-----------------|--|-----|------------|
| Gender          | Male   | 189 | 47.25%     |
|                 | Female   | 211 | 52.75%     |
| Tourist Origin  | Wei Hai City                                   | 49  | 12.25%     |
|                 | Inside Shandong Province (except Wei Hai City) | 90  | 22.5%      |
|                 | Outside Shandong Province                      | 255 | 63.75%     |
|                 | Abroad   | 6   | 1.5%       |
| Age             | 18 - 25 years old                              | 125 | 31.25%     |
|                 | 26 - 35 years old                              | 156 | 39%        |
|                 | 36 - 50 years old                              | 119 | 29.75%     |
|                 | Other  | 0   | 0%         |
| Occupation      | Enterprise employees                           | 231 | 57.75%     |
|                 | Freelancers                                    | 101 | 25.25%     |
|                 | Civil servants / public institution personnel  | 50  | 12.5%      |
|                 | Other  | 18  | 4.5%       |
| Education level | High school and below                          | 83  | 20.75%     |
|                 | Junior college/senior college                  | 122 | 30.5%      |
|                 | Bachelor's degree                              | 155 | 38.75%     |
|                 | Master's degree and above                      | 40  | 10%        |
| Monthly income  | 0 – 4,000 CNY                                  | 107 | 26.7%      |
|                 | 4,001 – 8,000 CNY                              | 163 | 40.75%     |
|                 | 8,001 - 12,000 CNY                             | 87  | 21.75%     |
|                 | More than 12000 CNY                            | 43  | 10.75%     |

Gender distribution: the proportion of female tourists is slightly higher than that

of men, and women account for 53.45 % (217 people). The proportion of men is smaller than that of women, and the gender difference is smaller.

Age distribution: The young guest group is the absolute core, the 26-35-year-old guest group accounts for the highest proportion, the 18-25-year-old and 36-50-year-old are important supplements, and the guest group over 50 years old has no participation record.

The distribution of tourist sources: tourists from outside the province accounted for more than 60 %, and foreign tourists were very few (1.97 %, 8 people).

Occupation distribution: employees are the absolute main force, freelancers account for 25.37 % (103 people), and the total proportion of the two types of occupations exceeds 83 %, all of which are ' fixed holidays and stable consumption ability ' workplace groups.

The distribution of education level: 48.53 % (197 people) have bachelor's degree or above, and 30.54 % (124 people) have college degree. The overall cultural literacy of the guest group is high.

Monthly income: The monthly income analysis shows that the middle and low income group is the main body, the monthly income group of 4,001-8,000 yuan accounts for the highest proportion, and the middle and high income group (more than 8,000 yuan) accounts for 32.51 % (132 people ).

#### 4.1.1.2 Present situation of Weihai marine sports tourism

In the part of the current situation of marine sports tourism in WeiHai City, the research mainly investigates the preferences of tourists, including tourism purpose, understanding channels, tourism forms, tourism residence time, consumption habits and other aspects. The details are as follows (Table 2).

Table 2: Marine sports tourism situation in WeiHai City.

| Content   | Choice                        | f   | Percentage |
|---|-------------------------------|-----|------------|
| Main purpose of marine sports tourism (optional)                | Relaxation                    | 316 | 79%        |
|   | Experience novelty            | 354 | 88.5%      |
|   | Pursuing stimulation          | 363 | 90.75%     |
|   | Other                         | 8   | 2%         |
| Channels obtain information on marine sports tourism (optional) | Social media                  | 312 | 78%        |
|   | Travel agencies               | 194 | 48.5%      |
|   | Friend recommendation         | 350 | 87.5%      |
|   | Other                         | 4   | 1%         |
|   | Richness of tourism resources | 368 | 92%        |

|   |                     |     |        |
|---|---------------------|-----|--------|
| The most important factors (optional)         | Traffic convenience | 200 | 50%    |
|   | Price rationality   | 245 | 61.25% |
|   | Other               | 19  | 4.75%  |
| Stay in WeiHai City for marine sports tourism | Within 1 day        | 133 | 33.25% |
|   | 2 - 3 days          | 222 | 55.5%  |
|   | 4 - 5 days          | 37  | 9.25%  |
|   | Other               | 8   | 2%     |
| Accommodation options                         | Hotels              | 183 | 47.75% |
|   | Homestay            | 115 | 28.75% |
|   | Camping             | 89  | 22.25% |
|   | Other               | 13  | 3.25%  |
| Catering consumption (optional)               | Local food          | 195 | 48.75% |
|   | Seafood             | 369 | 92.25% |
|   | Fast food snacks    | 191 | 47.75% |
|   | Other               | 8   | 2%     |
| Per capita consumption budget                 | 501 – 1,000 CNY     | 88  | 22%    |
|   | 1,001 – 2,000 CNY   | 194 | 48.5%  |
|   | 2,001 – 3,000 CNY   | 67  | 16.75% |
|   | More than 3,000 CNY | 51  | 12.75% |
| Main consumption items (optional)             | Tourism program     | 322 | 80.5%  |
|   | Accommodation       | 334 | 83.5%  |
|   | Catering            | 193 | 48.25% |
|   | Other               | 34  | 8.5%   |

Consumption motivation: the composite demand of 'stimulation + novelty + relaxation' is presented. 'Pursuing stimulation' accounts for the highest proportion, 'experiencing novelty' takes second place, and 'relaxation and leisure' accounts for 79.06%.

Information acquisition channels: 'Friend recommendation' accounted for the highest proportion of 87.44%, and 'social media' accounted for a relatively small proportion, both of which were absolutely mainstream; 'travel agency recommendation'

accounted for 48.28%, which was a professional supplement.

Destination selection factors: 'tourism resource richness' is the absolute core (91.62%, 372 people), and 'price rationality' and 'traffic convenience' are important support.

Duration of stay and accommodation choice: the duration of stay is mainly '2-3 days,' supplemented by 'within 1 day,' with a total of more than 88%, highlighting the attribute of 'short-distance experience tour'; the proportion of long-term stays of more than 4 days was only 11.33% (46 people).

The choice of accommodation presents a pattern of 'three pillars': the hotel accounts for nearly half of the standardization advantage, and the homestay and camping are diverted by nearly 52% of the guest group with 'characteristic experience.'

Catering consumption characteristics: 'Seafood' is the absolute core of catering, and local specialty dishes and fast food snacks account for about 48%, respectively. It is necessary to further strengthen the integration of 'seafood + sports' scenes.

The consumption budget is dominated by '1001-2000 yuan,' and the total of '501-2000 yuan' is more than 70%, which belongs to the mass consumption market. The middle- and high-end budget (more than 2000 yuan) accounts for 29.07% (118 people).

The consumption structure focuses on 'accommodation + marine sports experience' (accounting for more than 164% of the total), and derivative consumption (cultural and creative, equipment leasing) is only 8.87%.

#### **4.1.1.3 Tourist satisfaction**

For the Weihai marine sports tourism-related tourist satisfaction part. The research mainly investigates the adaptability of tourists to the core resources of Weihai marine sports tourism, the richness and selectivity of Weihai marine sports tourism projects, the rationality and convenience of the layout of marine sports facilities (docks, equipment rental points) in the scenic spot, the maintenance status of scenic facilities, safety and security reliability, service professionalism, environmental cleanliness, the rationality of the development of Weihai marine sports tourism resources, the protection of biodiversity by the design of marine sports projects, the transparency and rationality of the pricing of marine sports tourism projects, the uniqueness of cultural experience with local marine cultural characteristics, the personalized service for different tourists' needs, the traffic convenience in the scenic spot, and the tourists' expectation for the future development of the scenic spot. The details are as follows (Table 3).

Table 3: Tourist satisfaction.

| <b>Content</b>  | <b>n</b> | <b>Mean</b> | <b>S.D.</b> |
|---|----------|-------------|-------------|
| The Marine sports resources is very much                    | 400      | 3.72        | 1.07        |
| Program are interesting                                     | 400      | 3.59        | 1.23        |
| Many kinds of activities                                    | 400      | 3.56        | 1.30        |
| Facilities is reasonable and convenient                     | 400      | 3.53        | 1.29        |
| The scenic facilities have high quality                     | 400      | 3.59        | 1.23        |
| The activities are high security                            | 400      | 3.54        | 1.28        |
| The level of marine sports tourism service                  | 400      | 3.54        | 1.23        |
| Environmental sanitation                                    | 400      | 2.43        | 1.33        |
| Development reasonable                                      | 400      | 2.39        | 1.33        |
| Biodiversity protection in mind                             | 400      | 2.46        | 1.29        |
| Marine ecosystem conservation                               | 400      | 2.39        | 1.31        |
| Pricing is transparent and reasonable                       | 400      | 2.37        | 1.33        |
| Integrating local Marine cultural characteristics           | 400      | 2.40        | 1.34        |
| Provides differentiated services                            | 400      | 2.37        | 1.32        |
| Transportation connections in the attraction are convenient | 400      | 3.60        | 1.18        |
| Promotion with travel agencies and sports associations      | 400      | 2.40        | 1.30        |
| Introduction of technology(VR experience, intelligent tour) | 400      | 2.45        | 1.30        |
| Strengthen policy support                                   | 400      | 3.47        | 1.27        |
| The publicity work  | 400      | 2.43        | 1.28        |
| Visit Weihai again  | 400      | 2.36        | 1.33        |

A total of 400 valid samples were collected for the evaluation of Weihai maritime sports tourism. On the whole, tourists ' evaluation of Weihai maritime sports tourism is at a relatively recognized level.

It is believed that Weihai's resources can support marine sports tourism, which is relatively high in the evaluation, indicating that tourists are more recognized for the resource base of Weihai 's marine sports tourism.

Weihai marine sports tourism project is very interesting; it is believed that there

are many kinds of marine sports tourism projects in WeiHai City, and the two mean values are also at a relatively good level, reflecting that tourists have a certain recognition of the interest and richness of marine sports tourism projects.

The layout of marine sports facilities (docks, equipment rental points) in the scenic spot is reasonable and convenient for tourists to use. The facilities in the scenic spot are in good condition, and there is no obvious aging or safety hazard. The average value of these aspects is relatively close, indicating that tourists' evaluation of the layout, maintenance, safety measures and professional level of service personnel of the facilities in the scenic spot is above the middle level, but the standard deviation has a certain value, indicating that there is a certain cognitive difference between tourists.

The opinions on the evaluation of environmental health in Weihai marine sports scenic spots are relatively low in all evaluations, reflecting that the environmental health of scenic spots may need to be improved. On the rationality of the development of Weihai marine sports tourism resources; biodiversity conservation in the design of marine sports projects (such as avoiding coral reef areas and limiting fishing); the protection of the marine ecological environment in the operation of the scenic spot (such as garbage disposal, current limiting measures); the rationality of pricing transparency of marine sports tourism projects; in the development of marine sports projects into the local marine cultural characteristics (such as fishermen's tradition, seagrass house elements); and the average value of differentiated services provided by scenic spots (such as family packages and professional training camps) is relatively low, indicating that there is still much room for improvement in the evaluation and experience of tourists in terms of rationality of resource development, ecological protection, pricing, cultural integration, differentiated services, cooperation and promotion, and willingness to revisit.

The researchers used the overall average value of the questionnaire 2.5 as the division standard to divide the strengths, weaknesses, opportunities, and threats. The average satisfaction higher than 2.5 was divided into strengths and opportunities, and the average satisfaction lower than 2.5 was divided into weaknesses and threats. After determining the advantages and disadvantages of Weihai's marine sports tourism status based on tourist satisfaction, these advantages and disadvantages are further subdivided according to the average ranking, as shown in Table 4 below.

Table 4: Analysis of Strengths and Weaknesses of Tourist Satisfaction.

| <b>Strength</b>                              | <b>Mean</b> | <b>Ranking</b> |
|--|-------------|----------------|
| Marine sports resources are much             | 3.72        | 1              |
| Convenient transportation in the scenic spot | 3.60        | 2              |
| The project is interesting                   | 3.59        | 3              |
| The scenic facilities are high quality       | 3.59        | 4              |
| Many kinds of activities                     | 3.56        | 5              |
| Reliable safety measures                     | 3.54        | 6              |
| The level of marine sports tourism service   | 3.54        | 7              |
| The facility layout is reasonable            | 3.54        | 8              |
| Policy support Strength                      | 3.47        | 9              |
| <b>Weakness</b>                              | <b>Mean</b> | <b>Ranking</b> |
| Low willingness to revisit                   | 2.36        | 1              |
| Insufficient pricing transparency            | 2.37        | 2              |
| Lack of differentiated services              | 2.37        | 3              |
| Uneven resource development                  | 2.39        | 4              |
| Insufficient ecological protection           | 2.39        | 5              |
| Insufficient cultural integration            | 2.40        | 6              |
| Weak cooperative promotion                   | 2.40        | 7              |
| Poor sanitation                              | 2.43        | 8              |
| General effectiveness of publicity           | 2.43        | 9              |
| Less introduction of science and technology  | 2.45        | 10             |
| Insufficient biodiversity conservation       | 2.46        | 11             |

#### 4.1.1.4 Summary

According to the questionnaire survey, the overall development trend of Weihai marine sports tourism is stable, the market positioning is clear, and the consumption characteristics are distinct. At the same time, there is room for optimization in some links, mainly in the following aspects:

##### 1. Tourist subjective factors

Tourists to Weihai's marine sports tourism exhibit distinct characteristics: female tourists slightly outnumber males, with minimal gender disparity. The core

demographic primarily consists of young adults and middle-aged individuals, reflecting an overall youthful orientation. The source market centers on out-of-province visitors (accounting for 63.75%), extending to domestic cross-provincial groups. Tourists generally possess higher cultural literacy, with corporate employees forming the dominant consumer base. Income levels predominantly fall within the middle-income bracket, positioning the market as both mass-market oriented and possessing potential for high-end upgrades. The core consumer motivation is a composite demand for seeking thrills, experiencing novelty, and relaxing. The pursuit of excitement and novelty are key attractions, with leisure needs serving as an important supplement, indicating a clear demand orientation. Information acquisition is primarily driven by trust and content. Word-of-mouth and social media influence are significant, while travel agency promotions serve as a professional supplement, collectively forming the mainstream information dissemination pathways. Destination selection follows an “experience value first, balancing cost and convenience” logic. Abundant tourism resources are the core consideration, supported by reasonable pricing and convenient transportation. Travel patterns predominantly feature 2-3 day short-haul experiences, with medium-to-long stays yet to gain significant traction. The market overall exhibits short-duration, experience-driven characteristics. Accommodation choices form a three-pronged structure: hotels as the mainstay, supplemented by homestays and camping. Both traditional standardized lodging and distinctive experiential accommodations collectively meet market demand. Seafood dominates dining consumption, complemented by local specialty dishes and fast-food snacks. This highlights regional culinary characteristics while accommodating convenience-driven consumption. In terms of spending, per capita budgets center on mass-market consumption, with a reasonably distributed consumption tier structure that holds potential for upgrading. The consumption structure leans toward essential, foundational experiences, while value-added consumption scenarios remain ripe for further exploration.

## 2.Strengths

The advantages of Weihai marine sports tourism are mainly reflected in the following points. (1) The marine sports resources are extremely rich, which is its outstanding advantage. (2) The traffic connection in the scenic spot is convenient, and the traffic conditions in the scenic spot are good, which is convenient for tourists to travel. (3) The marine sports tourism project is interesting, and the Weihai marine sports tourism project has strong attraction. (4) The quality of the facilities in the scenic spot is high, and the facilities can provide a good experience for tourists. (5) The types of activities are rich, and the forms of marine sports activities that tourists can participate in are diverse. (6) Safety measures are in place. (7) The level of marine sports tourism service is high. Weihai has achieved certain results in ensuring the safety of tourists and providing tourism services. (8) The layout of facilities in the

scenic spot is reasonable and convenient for tourists to use. (9) For tourists, there is strong policy support across all aspects.

### 3. Weaknesses

According to the questionnaire, the shortcomings of Weihai marine sports tourism are mainly reflected in the following points: (1) Tourists have a low willingness to revisit Weihai marine sports tourism; (2) the pricing transparency of marine sports tourism projects is insufficient, and the transparency and rationality of project pricing need to be improved; (3) Lack of differentiated services, and there are deficiencies in providing personalized services for different tourists; (4) Uneven development of resources, Weihai Marine Sports Tourism in the rationality of resource development needs to be improved; (5) The ecological protection is insufficient, and the ecological environment protection needs to be improved; (6) The integration of characteristic culture is insufficient, and efforts need to be made to excavate local marine culture and integrate it into tourism projects; (7) The cooperation promotion is weak, and there are shortcomings in the promotion marketing through multi-party cooperation; (8) Poor environmental sanitation, environmental sanitation scenic spot there is no small problem; (9) The publicity effect is general, and the effect of Weihai marine sports tourism publicity is not good; (10) The introduction of science and technology is less, and the use of emerging technologies to enhance the tourism experience is relatively lacking; (11) Biodiversity protection is insufficient, and insufficient attention is paid to the protection of marine biodiversity.

#### 4.1.2 Analysis of the interview results of Weihai marine sports tourism

The research interviewed 10 people, covering tourism company managers (4 people, from Weihai Huaxia International Travel Agency Co., Ltd., Weihai China Travel Agency Co., Ltd., Weihai Sunshine International Travel Agency Co., Ltd., Weihai Kanghui International Travel Agency Co., Ltd.), tourist attraction managers and related staff (4 people, from Weihai International Sea Bathing Scenic Area, Weihai Grape Beach Scenic Area, Weihai Naxiang Sea Scenic Area Management Co., Ltd., Weihai Half Moon Bay Scenic Area Management Committee), Tourism Bureau staff (2 people, all from WeiHai City Culture and Tourism Bureau), in order to fully understand the development of marine sports tourism in WeiHai City.

Based on these aspects of the interview results, the author summarizes the advantages, disadvantages, opportunities and challenges of the interview results.

##### (1) Strengths:

All interviewees unanimously acknowledged Weihai's distinctive advantages in developing marine sports tourism, primarily concentrated in four areas:

1. Solid ecological resource foundation. Scenic area managers noted that over 80% of Weihai's nearly 1,000-kilometer coastline maintains water quality at Class II or

higher. Its cool summer climate and pristine sandy beaches create natural appeal, particularly suited for outdoor marine sports like sailing and paddleboarding.

2. Unique cultural resources. Cultural tourism bureau staff highlighted significant potential for integrating the red culture of the First Sino-Japanese War (Liu Gong Island) and Jiaodong fishing culture with marine sports scenarios. The Liu Gong Island sailing study program has already established an initial brand identity, creating a unique selling point distinct from Qingdao and Sanya.

3. Significant geographical advantages. Tourism industry managers highlighted the city's role as a frontier within the China-Korea Free Trade Pilot Zone, noting substantial potential in the short-haul cross-border tourist market from Japan and South Korea. Though currently accounting for a small share, these visitors demonstrate strong repeat visit intentions, with future growth achievable through enhanced cross-border collaboration.

4. Clear policy support.

Cultural and Tourism Bureau representatives stated that Weihai's 14th Five-Year Plan for cultural tourism has designated marine sports tourism as a key sector. Supporting policies include venue construction subsidies and event hosting incentives, providing robust safeguards for industry development.

(2) Weaknesses:

Through consolidation and refinement of interview content, the core weaknesses in Weihai's marine sports tourism development have been distilled into seven key points, all frequently cited pain points by interviewees:

1. Uneven resource development: Western districts like Rushan and Wendeng exhibit high rates of marine sports resource underutilization, starkly contrasting with the project density in eastern areas like Huancui District and Rongcheng City. Scenic area managers admitted that some western beaches only offer basic bathing facilities, lacking specialized marine sports offerings.

2. Severe product homogenization: Most enterprises still rely primarily on basic offerings like sailing experiences and beach buggies. High-end customized and immersive cultural experience products account for a low proportion. Tourism managers noted that over 70% of orders concentrate on standardized basic projects, indicating insufficient capability in developing differentiated products.

3. Significant shortage of specialized talent. Few practitioners hold professional certifications like ASA sailing credentials or international paddleboard instructor qualifications, while high-level planning and marketing talent remains scarce. Scenic area managers' report that certified instructors constitute only 9% of the workforce, leading to frequent staffing shortages during peak seasons, where one person often handles multiple roles.

4. Absence of ecological management systems. Routine mechanisms for beach litter cleanup and dynamic seawater quality monitoring are lacking. Scenic area

managers highlighted persistent issues after peak tourist seasons, including delayed beach waste removal and insufficient water quality monitoring frequency, which hinder subsequent project implementation.

5. Weak international service capabilities. Multilingual services are incomplete, and payment/guidance systems tailored for Japanese and Korean tourists are inadequate. Tourism managers report that most service staff cannot communicate in Korean, limiting cross-border visitor experiences.

6. Significant seasonal constraints. Winter sees high suspension rates for marine sports activities, with stark revenue disparities between peak and off-peak seasons. Site managers report over 80% of marine sports projects halt operations during winter, resulting in a peak-to-off-peak revenue ratio of approximately 1:7 and substantial operational pressure for businesses.

7. Short industrial chain. Integration of sports experiences, cultural and creative products, and food/lodging remains inadequate, resulting in low added value. Tourism managers admit most businesses focus solely on project experiences without extending into follow-up consumption scenarios, making it difficult to increase average spending per customer.

(3) Opportunity:

1. Rising Demand for Short-Distance Travel: Tourism industry managers noted that with the expansion of high-speed rail and expressway networks, demand for short-distance and weekend trips to neighboring cities (such as Beijing, Tianjin, and Shenyang) has continued to climb. By 2023, this customer segment accounted for 35% of the market.

2. Policy Support for Ecotourism: Cultural and Tourism Bureau officials stated that both national and Shandong provincial governments have introduced specialized ecotourism support policies, offering subsidies for non-motorized water sports and ecological observation projects. Weihai's premium marine ecological resources can directly leverage these policy benefits, reducing project development and promotion costs.

3. Significant potential for customer segmentation: Scenic area managers noted that visitor demands now exhibit distinct characteristics—families prioritize safe parent-child activities, young people seek novel and thrilling experiences, and business travelers require high-end customized services. However, Weihai currently lacks targeted product offerings, leaving substantial untapped potential in segmented markets.

4. Smart Tourism Promotion: Cultural Tourism Bureau staff mentioned that Weihai is advancing the construction of a smart tourism platform. This initiative supports scenic areas in establishing online booking systems, visitor flow monitoring, and intelligent navigation systems. Such technological infrastructure provides essential support for marine sports projects to achieve “targeted marketing and

efficient operations,” significantly enhancing visitor experiences and industry efficiency.

5. Sports + Emerging Business Demand: Tourism industry managers have observed the rise of emerging business models such as sports + winter sports, sports + wellness, and sports + educational tours. Weihai can leverage its marine resources to expand into winter beach snow sports, marine wellness experiences, and maritime educational programs, breaking through the boundaries of traditional offerings.

6. China-Korea Free Trade Zone Development: Cultural and Tourism Bureau officials indicate that following the expansion of the China-Korea Pilot Free Trade Zone, cross-border tourism facilitation policies (such as visa simplification and increased flight frequencies) are gradually being implemented. As a frontier city, Weihai can conveniently connect with marine sports tourists from Japan and South Korea to expand its international market.

7. Cultural and Creative Product Development: Scenic area managers noted the current scarcity of marine sports-related cultural and creative products. Most interviewed enterprises suggested that developing themed cultural and creative offerings (such as commemorative merchandise and experiential workshops), integrating fishing culture and the Sino-Japanese War of 1894, could extend the consumption chain and enhance industrial value-added.

#### (4) Threat

Based on interviewees' feedback regarding the industry's external environment, the core challenges facing Weihai's marine sports tourism development center are around the following six points, directly impacting the industry's sustainability:

1. Impact of Extreme Weather: Scenic area managers consistently report that frequent summer typhoons frequently suspend activities like sailing and jet skiing, with an average of 12 days of program cancellations due to typhoons in 2023. In winter, severe cold halts over 80% of outdoor marine sports, highlighting seasonal operational disruptions that directly cause revenue losses and visitor attrition.

2. Competition from Similar Cities: Tourism managers acknowledge that Qingdao, leveraging its Olympic Sailing Games legacy and comprehensive high-end yacht facilities, and Sanya, capitalizing on its tropical climate and year-round operations, are diverting both high-end and mass-market clientele. Additionally, neighboring cities like Yantai and Rizhao are intensifying their focus on marine sports tourism, heightening regional competition and necessitating further differentiation for Weihai.

3. Project Homogenization and Price Competition: Both scenic area managers and tourism operators noted that Weihai's marine sports offerings closely resemble those of neighboring cities, primarily consisting of basic activities like sailing experiences and beach ATV rides, lacking distinctiveness. Some small enterprises resort to low-price strategies to attract customers, compromising service quality and

safety standards. This not only depresses industry-wide profitability but also damages the regional brand image.

4. Improper Market Management: Cultural and Tourism Bureau officials noted that the industry currently suffers from issues such as false advertising. Some small agencies operate marine sports programs without proper licensing, and equipment safety inspections are lacking. Meanwhile, market oversight lags behind, with insufficient enforcement against low-price dumping and illegal operations, disrupting normal market order.

5. Macroeconomic Factors Impacting Tourist Spending: Tourism enterprise managers report that visitors are adopting more rational spending habits due to the macroeconomic environment. Bookings for high-end customized offerings (e.g., private yacht parties, deep-sea fishing) have declined by 15% compared to last year. Mass-market customers are also increasingly focused on value for money and have become more price-sensitive, putting pressure on corporate revenue growth.

6. Ecological pressures: Scenic area managers highlighted that beach litter surges during peak tourism seasons, with daily cleanup volumes tripling compared to off-peak periods. Untimely disposal risks marine pollution. Additionally, certain operations (e.g., jet ski activities, equipment maintenance) may pose potential impacts on nearshore ecosystems. Coupled with increasingly stringent environmental policies, the challenge of balancing ecological conservation with operational activities continues to intensify.

#### **4.1.3 Summary of the questionnaire survey and interview**

Based on the questionnaire survey and interview results, the author summarizes the advantages, disadvantages, opportunities, and challenges of the interview results.

##### **(1) Strengths:**

1. Exceptional Ecological Resources: Over 80% of its nearly 1,000-kilometer coastline boasts Class II or higher water quality. With cool summers and premium sandy beaches, it provides a natural foundation for marine sports.

2. Unique Cultural Heritage: The red culture of the First Sino-Japanese War naval battle and Jiaodong fishing village traditions can be integrated with marine sports scenarios, creating a distinct identity different from Qingdao and Sanya.

3. Significant Geographical Advantage: Located at the forefront of the China-Korea Free Trade Pilot Zone, it taps into substantial potential from short-haul cross-border tourist markets in Japan and South Korea, with strong repeat visit intentions.

4. Clear Policy Support: Included as a key cultural tourism sector in Weihai's 14th Five-Year Plan, with dedicated policies such as venue construction subsidies and event introduction incentives.

5. High Project Appeal: Marine sports tourism projects offer high entertainment value, meeting tourists' core desires for excitement and novel experiences.

6. Solid Infrastructure: The scenic area features convenient transportation, well-planned facilities with high maintenance standards, and no significant signs of aging or safety hazards.

7. Diverse Activity Offerings: Programs range from traditional sailing and surfing to niche kayaking expeditions, catering to varied visitor preferences.

8. Robust Safety Measures: Professional first responders, comprehensive accident insurance coverage, and thorough safety protocols ensure high visitor confidence in secure experiences.

#### (2) Weaknesses:

1. Uneven Resource Development: Projects are concentrated in eastern Huancui District and Rongcheng City, while western Rushan and Wendeng District have over 60% resource idleness.

2. Severe Product Homogenization: Dominated by basic offerings, high-end customized and immersive cultural experiences account for less than 15% of products, lacking innovation.

3. Significant shortage of specialized talent: Only 9% of coaches hold certifications, with scarcity of high-level planning/marketing and multilingual service personnel.

4. Lags in Technology Application and Promotion: Emerging technologies fall short in enhancing user experience, yield mediocre promotional results, and lack tech-enabled scenarios (such as smart guides or virtual experiences), leaving both market appeal and dissemination capabilities in need of improvement.

5. Absence of ecological management systems: No routine mechanisms for beach litter cleanup or seawater quality monitoring, with prominent environmental pressure during peak seasons.

6. Low consumer retention: Low visitor revisit intent, poor pricing transparency, and lack of differentiated service offerings.

7. Pronounced seasonal constraints: Over 80% of outdoor activities cease in winter, with peak-to-offseason revenue disparity reaching 7:1, creating significant operational pressure.

8. Short industrial chain: Insufficient integration of sports experiences + cultural creativity + dining/lodging, resulting in low added value and absence of secondary consumption scenarios.

#### (3) Opportunity:

1. Growing demand for short-distance travel: With the expansion of high-speed rail and expressway networks, demand for short trips and weekend getaways to neighboring cities is rising, aligning with Weihai's 2 - 3 day experience cycle.

2. Policy support for eco-tourism: National and provincial subsidies for

eco-friendly marine sports projects reduce development and promotion costs.

3. Significant potential for customer segmentation: Families, young groups, and business travelers exhibit distinct needs, creating substantial gaps in targeted product offerings.

4. Empowerment through smart tourism: Weihai's advancement of smart tourism platforms enables precise project marketing and intelligent visitor flow management.

5. Expansion of sports + business models: Emerging demand for sports + winter sports/wellness/educational tours breaks traditional project boundaries.

6. China-Korea FTA Benefits: Streamlined visa processes and increased flight frequencies facilitate expansion into Japanese and Korean international markets.

7. Significant potential for cultural and creative product development: Marine sports-themed cultural products remain scarce, and integrating local culture can extend the consumption chain.

#### (4) Threat

1. Extreme weather effects: Summer typhoons frequently halt projects, while winter cold snaps cause widespread project suspensions, resulting in significant revenue losses.

2. Similar city competition: Qingdao (Olympic Sailing IP) and Sanya (tropical climate) divert customer traffic, while neighboring cities like Yantai and Rizhao accelerate their development plans.

3. Project homogenization and low-cost competition: Small enterprises engage in low-price dumping, compromising service quality and safety standards, which damages the industry's reputation.

4. Unregulated Market Practices: Illegal operations and false advertising persist, while lagging oversight contributes to market disorder.

5. Volatile Consumer Demand: Macroeconomic factors drive more rational spending among tourists, leading to declining bookings for premium offerings and heightened price sensitivity among mass-market customers.

6. Eco-environmental Pressure: Beach litter surges during peak seasons, certain operations may harm nearshore ecosystems, and environmental regulations are tightening.

## **4.2 The strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City**

By systematically combing the questionnaire survey data (400 valid samples) and interview results (10 interviewees : 4 managers of tourism companies, 4 managers /staff of scenic spots, 2 staff of Cultural Tourism Bureau), integrating all the

advantages and disadvantages mentioned in the questionnaire and interview, refining opportunities and threats, forming a SWOT analysis of the current situation of marine sports tourism in Weihai City, and based on this, constructing a TOWS strategy matrix to provide targeted strategies for the development of scenic spots.

#### 4.2.1 SWOT analysis of the current situation of marine sports tourism in Weihai City

Based on the quantitative results of the comprehensive questionnaire and the qualitative point of view of the interview, the researcher sorted out 8 strengths, 8 weaknesses, 7 opportunities, and 6 threats of Weihai marine sports tourism.

Table 5: SWOT analysis of the current situation of Marine sports tourism in Weihai.

| <b>Strengths</b>  | <b>Weaknesses</b>   |
|---|---|
| S1: Exceptional Ecological Resources<br>S2: Unique Cultural Heritage<br>S3: Significant Geographical Advantage.<br>S4: Clear Policy Support.<br>S5: High Project Appeal<br>S6: Solid Infrastructure<br>S7: Diverse Activity Offerings<br>S8: Robust Safety Measures | W1: Uneven Resource Development<br>W2: Severe Product Homogenization<br>W3: Significant shortage of specialized talent<br>W4: Lags in Technology Application and Promotion<br>W5: Absence of ecological management systems<br>W6: Low consumer retention<br>W7: Pronounced seasonal constraints<br>W8: Short industrial chain |
| <b>Opportunities</b>  | <b>Threats</b>  |
| O1: Increased demand for short-distance travel<br>O2: Eco-tourism policy support<br>O3: The potential of customer segmentation is great<br>O4: Promotion of smart tourism   | T1: Extreme weather effects<br>T2: Similar city competition<br>T3: Project homogenization and low-cost competition<br>T4: Chaos in the market order   |

|   |                                |
|---|--------------------------------|
| O5: Sports + new business needs                   | T5: Volatile Consumer Demand   |
| O6: China-Korea Free Trade Zone Development       | T6: Eco-environmental pressure |
| O7: Exploration of cultural and creative products |                                |

#### 4.2.2 Weihai marine sports tourism current situation TOWS matrix

Based on the above SWOT analysis, using TOWS matrix, from SO (Strengths + Opportunities), WO (Weaknesses + Opportunities), ST (Strengths + Threats), WT (Weaknesses + Threats), 26 Weihai marine sports tourism resource management strategies are proposed to promote the development of Weihai marine sports tourism scenic spot as in Table 6.

Table 6: TOWS Matrix of the current situation of Marine sports tourism in WeiHai.

|  | <b>Strengths (S)</b>                    | <b>Weaknesses (W)</b>                            |
|--|---|--|
|  | S1: Exceptional Ecological Resources    | W1: Uneven Resource Development                  |
|  | S2: Unique Cultural Heritage            | W2: Severe Product Homogenization                |
|  | S3: Significant Geographical Advantage. | W3: Significant shortage of specialized talent   |
|  | S4: Clear Policy Support.               | W4: Lags in Technology Application and Promotion |
|  | S5: High Project Appeal                 | W5: Absence of ecological management systems     |
|  | S6: Solid Infrastructure                | W6: Low consumer retention                       |
|  | S7: Diverse Activity Offerings          | W7: Pronounced seasonal constraints              |
|  | S8: Robust Safety Measures              | W8: Short industrial chain                       |

| <b>Opportunities</b>                              | <b>SO Strategies</b>  | <b>WO Strategies</b>  |
|---|---|---|
| O1: Short-distance travel demand is rising        | 1.S1 + S2 + O1: Sailing & Camping Weekend Premium Package.  | 1.W1 + O1: Develop short-distance routes and joint ticket programs linking eastern and western resources.                               |
| O2: Ecotourism policy support                     | 2.S1 + S8 + O2: Develop eco-friendly marine-themed product lines to build core brands.  | 2.W5 + O2: Developing a Co-creation Model for Ecological Governance and Ecological Experience Products with Tourists.                   |
| O3: Customer segmentation potential is great      | 3.S5 + S7 + O3: Developing Kayak Expeditions + Uninhabited Island Observation: A Niche Innovative Project.                        | 3.W6 + O3: Develop customized experience products for target customer segments and establish a membership system.                       |
| O4: Smart Tourism Promotion                       | 4.S6 + O4: Smart Facility Early Warning and Operation Management Platform.  | 4.W2 + O4: Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.                                   |
| O5: Sports + New Business Requirement             | 5.S4 + O5: Developing Winter Specialty Products for Sports Plus.  | 5.W7+O5: Develop year-round product innovation initiatives to overcome seasonal limitations.  |
| O6: China-South Korea Free Trade Area Development | 6.S3 + O6: Develop and Promote Cross-Border Marine Life Observation and Fisherman's Experience Products in Japan and South Korea. | 6.W2 + O6: Deeply explore the cultural landscape of the Japanese and Korean markets to develop high-end customized product initiatives. |
| O7: Exploration of Cultural and Creative Products | 7.S2 + O7: Extend the consumption chain and promote collaborative development of cultural and creative products.                  | 7.W4+W8 + O7: Integrating cultural creativity with technology to expand consumption scenarios.  |

| Threats                                       | ST Strategies  | WT Strategies  |
|---|--|--|
| T1: Extreme weather effects                   | 1. S8 + T1: Develop emergency response plans for extreme weather.  | 1.W7 + T1: Marine Sports Digital Experience Center Construction Project.   |
| T2: Competition among cities of the same kind | 2.S1 + S5 + T2: Promoting kayaking + Liu Gong Island coastal defense study tours and other differentiated product offerings. | 2.W5 + T2: Establish a multi-party collaborative supervision system and implement quantitative assessments of cleanliness. |
| T3: Homogenized low-price competition         | 3.S7 + T3: Increase the proportion of specialty programs and establish an industry self-regulation alliance.                 | 3.W2 + T3: Innovative Development of VR Technology to Empower Marine Sports Products Project.                              |
| T4: Chaos in the market order                 | 4.S8 + S4 + T4: Standardized Qualification Certification and Training for the Marine Sports Industry.                        | 4.W6 + T4: Guidance Price Announcement for Marine Sports Activities and Market Anti-Counterfeiting Collaboration.          |
| T5: Volatile Consumer Demand                  | 5.S4+ T5: Optimize promotional strategy policies and implement a subsidy-based tiered pricing structure.                     | 5.W3 + T5: High-End Service Talent Recruitment and Development Project with Customized Client Package Development.         |
| T6: Eco-environmental pressure                | 6.S1 + T6: Collaborate with multiple stakeholders to establish an incentive mechanism for zero-waste tourism.                | 6.W5 + T6: Winter Beach Ecological Restoration Volunteer Activities Linked to Member Benefits.                             |

### 4.2.3 Weihai marine sports tourism resource management strategy to improve the development of scenic spots

By applying SWOT analysis and TOWS matrix techniques, management strategies for marine sports tourism resources in WeiHai City to enhance the development of scenic spots were proposed. These strategies include 7 SO strategies, 6 ST strategies, 7 WO strategies and 6 WT strategies, along with corresponding activity plans. The details are as follows:

#### (1) SO Strategies

##### **SO1:** Sailing & Camping Weekend Premium Package.

Integrate the core resources of sailing + camping, create short-distance high-end packages on weekends, and accurately explore the tourist market in Northeast China and North China. Deep plowing takes Weihai as the center, and the core urban circles in Northeast China and North China (such as Beijing, Tianjin, Shenyang, Dalian, etc.), which are accessible by high-speed rail for 3-5 hours, accurately focuses on young white-collar workers, small families and group construction guests who pursue short-term, high-frequency and high-quality travel experience. We launched activities such as Weekend Short-Distance Package (2-day 1-night sailing + beach camping), which directly matched the core needs of the group's micro-holiday over the weekend (Friday evening to Sunday evening). With the emotional appeal of escaping from daily life and rejuvenating your body and mind, Weihai was shaped as the coastal back garden of Beijing-Tianjin-Hebei and Northeast China.

##### **SO2:** Develop eco-friendly marine-themed product lines to build core brands.

Strive for ecological policy subsidies, develop ecological pro-marine product series (no power paddle board, no mark sea fishing, etc.), and establish the core brand of ecological marine sports.

The two flagship products of the silent oar board ecological tour and traceless sea fishing scientific release are launched, which are matched with environmental protection equipment and professional ecological explanation. Set up a special group to be responsible for docking ecological policy subsidies, ensure that funds are used for product innovation and brand promotion, and evaluate and optimize the effect every quarter. Strive for one year, build Ecological Marine Sports as Weihai's core tourism IP, and significantly enhance the competitiveness of product differentiation.

##### **SO3:** Developing Kayak Expeditions + Uninhabited Island Observation: A Niche Innovative Project.

For young enterprise employees, a new niche project of canoeing adventure + unmanned island observation is added to meet the needs of novel experience. Accurately anchoring the core needs of employees aged 26-35 in the pursuit of

novelty and self-challenge, we have successfully transformed Weihai's marine and island resources into unique product competitiveness by carefully creating the scarce experience of a kayaking expedition + unmanned island observation. The activity not only provides in-depth ecological exploration and high-intensity teamwork scenarios, but also transcends the traditional tourism category with professional safety assurance and immersive task design. It has become a boutique outdoor plan designed to enhance team cohesion and meet personal accomplishment and effectively achieves the strategic goal of niche projects, leading market differentiation.

**SO4: Smart Facility Early Warning and Operation Management Platform**

Connect with the smart tourism policy, build a early warning facility platform (real-time display of equipment status, wharf flow), and improve operational efficiency.

Deeply docking the smart tourism policy, through the construction of a smart operation management platform integrating real-time monitoring, data analysis, and intelligent early warning, it aims to achieve the dual improvement of scenic spot operation efficiency and tourist experience. It breaks through the limitations of traditional manual management, and its functions are specifically extended to three dimensions: First, at the facility management end, the life cycle management of sailboats, kayaks and other equipment is carried out through the Internet of Things technology, and the loss data is returned in real time and the risk of failure is predicted. The transformation from passive maintenance to active maintenance is realized, and the operation interruption rate is effectively reduced. Secondly, at the passenger flow dispatching end, the passenger flow density in key areas such as terminals and beaches is monitored in real time through the heat map, and the intelligent diversion and early warning are carried out by the ticketing system, so as to fundamentally alleviate congestion and ensure safety. Finally, the platform transforms the precipitated operation data into a decision support kanban, which provides an accurate basis for project configuration, personnel scheduling and marketing strategy. This move can not only significantly reduce the cost of manpower and materials, but also comprehensively improve the modern management level and core competitiveness of Weihai Marine Sports Scenic Area by creating a knowable, visible and controllable intelligent operation center, and effectively transform policy opportunities into sustainable development momentum.

**SO5: Developing Winter Specialty Products for Sports Plus.**

Combined with brand activities, develop sports + ice and snow (winter beach ice and snow carnival), sports + health (paddle board yoga) to fill the winter gap.

Create an ice and snow wonderland integrating coastal snow scenery, sports and entertainment in the core beach areas such as the international sea bath. The core projects include : characteristic ice sculpture snow sculpture area : taking marine elements such as whales and sailboats as the theme of creation, setting up 'snow sea

view ', strengthening Weihai 's unique snow and sea blend landscape ; the ice and snow sports experience area : the introduction of snowmobiles, curling, snow flying saucers and other mass projects, and set up a parent-child play snow area to attract local and surrounding family guests ; in the indoor heated pool such as Naxianghai, a series of health care products are launched. The core projects include: (1) paddle board yoga course: coached by a trainer who holds the qualification of a rehabilitation teacher, design a special style for shoulder and neck relaxation and core training. (2) Warm seawater therapy and physiotherapy: combined with the concept of ocean therapy, providing water stretching, warm pool bath and professional physiotherapy services. (3) Health management package: health tea, healthy light food and health lectures are provided to create a complete winter healing experience.

**SO6:** Develop and Promote Cross-Border Marine Life Observation and Fisherman's Experience Products in Japan and South Korea.

Jointly with Japan and South Korea travel agencies to promote marine biological observation + fisherman experience and expand international tourist sources.

In order to accurately open up the Japanese and Korean markets, relying on the location advantages of the China-Korea Free Trade Zone, we jointly launched the Weihai Ocean Sports Experience characteristic tourism product with well-known Japanese and Korean travel agencies. The project takes marine sports as the core, and designs a 2-day 1-night deep experience trip : sailing cruise + marine ecological observation ' on the first day, sailing experience under the guidance of professional coaches, and marine biological observation using underwater observation equipment on the way ; the next day, arrange canoeing exploration + fishing village sports experience, organize tourists to canoe to visit the island, and participate in the characteristic activities of combining traditional fishing labor with modern marine sports in the fishing village. The entire tour is equipped with Korean / Japanese sports coaches and security teams to ensure the professionalism and safety of the sports experience. Through in-depth cooperation with Japanese and Korean travel agencies, we jointly design marine sports tourism products that meet the preferences of Japanese and Korean tourists, and establish a cross-border booking service platform to realize one-stop booking services for sports events. Through the experience of characteristic marine sports tourism, Weihai will create a differentiated competitiveness in the tourism market of Japan and South Korea, and continue to expand the scale of international tourists.

**SO7:** Extend the consumption chain and promote collaborative development of cultural and creative products.

Link up local cultural and creative enterprises, develop fisherman culture + sports cultural and creative (war ship modeling souvenirs), set up sales areas in scenic spots, and extend the consumption chain.

Combined with local cultural and creative enterprises, we will deeply explore the

elements of Weihai fishermen 's culture and marine sports, and develop a series of characteristic cultural and creative products. Core products include assembly models inspired by Jiawu Battleship and modern sailing ships, sports hand-made with fishing net weaving technology, and fishermen 's style T-shirts printed with marine sports illustrations. A ' cultural and creative experience museum ' will be set up in Liugong Island, Naxianghai and other scenic spots to create a consumption space integrating display, experience and sales. AR interactive area is set up in the museum, and tourists can watch sailing video by scanning products. Open a DIY workshop to provide sailing model assembly, fishing net weaving and other experience courses. At the same time, supporting the development of cultural and creative + sports joint tickets, and purchasing cultural and creative products can obtain preferential sports experience. Through the linkage of online malls and offline experience halls, combined with social media card promotion, a complete cultural and creative consumption chain is created to achieve the dual promotion of cultural communication and economic benefits.

## **(2) WO Strategies**

**WO1:** Develop short-distance routes and joint ticket programs linking eastern and western resources.

Joint cultural and tourism bureaus and travel agencies to jointly promote east-west linkage short-distance travel routes and joint tickets.

It is possible to design East-West Linkage Short-Distance Tour Lines -series of mature projects such as Eastern Banyue Bay and Naxianghai and potential projects such as Western Rushan Silver Beach, and launch ' 1-3 Days Short-Distance Joint Tickets ' (including traffic connection and project experience). At the same time, the income of the joint tickets is used to feed back the infrastructure upgrades of the western scenic spots (such as the expansion of parking lots and the addition of toilets), which not only balances the development of regional resources, but also matches the convenience and high cost-effective needs of short-distance tourists through unified line + cooperative promotion to make up for the shortcomings of western facilities and regional coordination.

**WO2:** Developing a Co-creation Model for Ecological Governance and Ecological Experience Products with Tourists.

Create a perceptible ecological experience and shape core brand differences. To build a new model of ecological governance of tourist co-construction.

To apply for ecological special subsidies, on the one hand, implement the eco-tourism points system in the scenic spot (tourists participate in beach garbage collection, use unpowered projects to obtain points, exchange project discounts), add ecological trash cans, and designate projects to be banned from the ecological zone (such as coral reef protection zone); on the other hand, the development of marine ecological observation + unpowered exercise combination products (such as 'paddle

yoga + offshore biological observation'), equipped with professional lecturers to popularize ecological knowledge, not only strengthen ecological protection measures, but also reduce the cost of enterprises through policy subsidies to make up for the shortcomings of ecological management and product ecologicalization.

**WO3:** Develop customized experience products for target customer segments and establish a membership system.

Create exclusive experiences for different customer groups and deeply bind through the membership system.

Differentiated products and services can be developed according to the type of customer group: for the family customer group, the parent-child water park + children's sea fishing teaching package is launched, equipped with children's exclusive safety equipment; for business customers, upgrade yacht facilities and provide customized services of private yacht party + business negotiation; in view of the elderly customer base, we will create a gentle sea health care (such as beach tai chi) + offshore sightseeing project, and at the same time launch a customer group exclusive membership system (members enjoy project discounts, priority participation activities), improve customer satisfaction and revisit rate through precision services, and make up for the shortcomings of experience stickiness and service differentiation.

**WO4:** Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.

Establish consumer trust with transparent pricing, expand market volume with a content matrix, and promote price transparency and publicity through smart platforms.

Relying on the construction of smart tourism platform: on the one hand, develop a transparent pricing system, publicize the cost composition of each project (such as equipment loss and labor cost) in the official applet, and update discount activities in real time (such as weekend excursions) to solve the problem of opaque pricing ; on the other hand, integrate platform publicity resources, open a tourist experience sharing area in the small program, synchronously link the official accounts of Tik Tok and Xiaohongshu, regularly publish project experience short video + web celebrity live broadcast notice, and use intelligent pricing + online publicity to enhance consumer trust and market exposure, and make up for the shortcomings of pricing perception and publicity channels.

**WO5:** Develop year-round product innovation initiatives to overcome seasonal limitations.

The whole season of products is realized by sports + technology, and the new format of winter is spawned by sports + cross-border, which systematically makes up for the seasonal and innovative shortcomings.

While applying for special subsidies for new formats, on the one hand, joint technology enterprises develop sports + technology products (such as VR deep-sea exploration and virtual sailing events), summer as an outdoor project supplement and

winter as a core experience project; on the other hand, create sports + ice and snow, sports + wellness winter products (such as beach ice and snow carnival + indoor ocean sports science popularization, paddle board yoga + beach recovery exercise), supporting the construction of indoor temporary experience venues, through the development of new formats and technology empowerment, to fill the gaps in winter operations, enhance product innovation, and make up for the shortcomings of technology applications and seasonal operations.

**WO6:** Deeply explore the cultural landscape of the Japanese and Korean markets to develop high-end customized product initiatives.

Create a unique selling point with cultural deep ploughing, establish a quality benchmark with high-end customization, and jointly make up for the shortcomings of products and services in the Japanese and Korean markets.

Focus on the needs of Japanese and Korean tourists to optimize products: on the one hand, deeply explore the fishermen's culture and the red culture of the Sino-Japanese War, and develop culture + sports characteristic projects (such as imitation of the Beiyang Navy 's ship experience + maritime research, fishermen 's traditional fishing + offshore sightseeing), supporting Korean / Japanese interpreters and cultural manuals; on the other hand, upgrade high-end yacht facilities, introduce Japanese and Korean professional yacht operation teams, develop high-end sea fishing + seafood cuisine tasting customized products, and cooperate with Japanese and Korean travel agencies to carry out targeted promotion, attract Japanese and Korean customers through cultural differentiation + high-end services, and make up for the shortcomings of cultural experience and high-end product supply.

**WO7:** Integrating cultural creativity with technology to expand consumption scenarios.

Activate cultural IP with technology empowerment, broaden consumption scenarios with experience extension, and overcome the problems of cultural transformation and product innovation.

Joint local cultural and creative enterprises and technology companies: on the one hand, develop culture + sports + technology integrated cultural and creative products, such as AR fishermen 's sports theme dolls (scanning dolls to watch fishermen's sports videos), Ocean sports custom VR postcards (scanning code can immersive review project experience); on the other hand, we will set up a cultural and creative experience area in the scenic spot, set up a DIY workbench for cultural and creative products (such as customized beach sports T-shirts, hand-painted marine sports theme keychains), and open a cultural and creative online mall through the scenic area's smart applet. Extending the consumption scene not only strengthens cultural integration but also enhances the attractiveness of cultural and creative products through technological empowerment and makes up for the shortcomings of cultural transformation and product innovation.

### (3) ST Strategies

**ST1:** Develop emergency response plans for extreme weather.

Joint meteorological departments to build an extreme weather warning system and formulate a suspension emergency plan.

Joint meteorological departments to build an early warning system and implement a hierarchical response mechanism: after receiving the yellow warning, immediately start the emergency plan, and notify the tourists through multiple channels such as small programs and text messages to adjust the project; when the warning is orange and above, the outdoor project is completely suspended and seamlessly switched to the indoor 'Storm Laboratory' theme science exhibition. The exhibition sets up three major areas: the meteorological knowledge area explains the causes of typhoons through animation; marine sports historical area to show the evolution of wind and wave equipment; the interactive experience area provides immersive activities such as sailboat model assembly, VR surge simulation and marine biological observation. The site is equipped with professional lecturers to carry out interesting popular science classes, and an 'emergency service desk' is set up to provide rescheduled vouchers and hot drinks. At the end of the event, the weather researcher certification card is issued, and the cardholders can enjoy exclusive discounts for subsequent projects, which not only ensures safety, but also transforms passive waiting into a unique popular science experience, effectively maintaining the reputation of the scenic spot and customer stickiness.

**ST2:** Promoting kayaking + Liu Gong Island coastal defense study tours and other differentiated product offerings.

Highlight the advantages of high-quality resources + niche projects, promote differentiated products of canoeing + Liugongdao research, and avoid high-end competition in Qingdao/Sanya.

Give full play to the historical resources and ecological advantages of the sea area of Weihai Liugong Island, avoid competition with high-end resorts in Qingdao and Sanya, and now launch the theme research product of "coastal defense explorer". The product takes canoeing around the island + coastal defense history research as the core to create a differentiated experience. The activity plan is as follows; In the morning, under the guidance of professional coaches, the basic training of canoeing around the island is carried out, through the historical sites such as Donghong Fort, and the history of the Sino-Japanese naval battle is explained by the accompanying research tutor. At noon, land on Liugong Island to visit the site of the Navy Office and carry out the task of coastal defense password deciphering. In the afternoon, organize the warship model assembly competition and share the theme of coastal defense. The whole process is equipped with a bilingual research manual, a safety escort boat and a historical image data package. Through the unique form of sports exploration + historical immersion, it not only meets the physical challenges and thirst for

knowledge of young people, but also deepens patriotism education, forming a unique market competitiveness different from traditional coastal vacations.

**ST3:** Increase the proportion of specialty programs and establish an industry self-regulation alliance.

Increase the proportion of niche projects, establish industry self-discipline alliance in joint scenic spots, agree on the lowest service standards, and curb low-cost competition.

In order to optimize the industrial structure, the development strategy with quality control quantity as the core is implemented. The specific implementation plan is as follows: Joint the main scenic spots to establish the Weihai Marine Sports Tourism Quality Alliance, first of all, the proportion of niche projects will be increased from 20% to 35%, focusing on the development of sea shooting, sea diving, paddle board yoga and other characteristic projects. The league jointly formulated the Weihai Marine Sports Service Standard to clarify the minimum service time of the project (such as beach motorcycle experience  $\geq 30$  minutes), safety equipment configuration requirements and coach certification standards. Establish a price monitoring + joint inspection mechanism to implement restrictive measures such as alliance notification and deadline rectification for enterprises that violate regulations and reduce prices. At the same time, the Weihai Preferred certification system is introduced. The certified enterprises can obtain traffic tilt on the official platform and enjoy insurance purchase preferences. Through the dual-track parallel of industry self-discipline and quality certification, we will guide enterprises to shift from price competition to service competition and gradually form a healthy market environment of high quality and high price.

**ST4:** Standardized Qualification Certification and Training for the Marine Sports Industry.

Relying on safety and professional services, the Joint Cultural Tourism Bureau formulates qualification audit standards, conducts regular training, combats unqualified operations, and standardizes the market.

In order to standardize the market order, a three-level qualification certification system will be established in conjunction with the Cultural and Tourism Bureau, the Sports Bureau and the Industry Association. The scheme is as follows: first, classify the project categories according to the risk level, implement the filing system + annual audit for high-risk projects such as sailing and diving, and require enterprises to provide coach qualification certificates, equipment inspection reports and safety plans; secondly, establish a training-assessment-certification closed loop, organize professional training such as safety rescue and equipment operation every quarter, and issue star coach certificates to those who pass the assessment; at the same time, we will carry out joint special rectification of government and enterprises, conduct monthly investigations on unlicensed operations and over-range operations, and

incorporate the results of investigations into corporate credit files. A qualification publicity platform is set up, and tourists can check the status of enterprise certification by scanning the code. We will give incentives such as preferential insurance rates and preferential publicity resources to enterprises that meet the standards, form a market mechanism of good money drives out bad money, and comprehensively improve the professional level and safety guarantee of the industry.

**ST5:** Optimize promotional strategy policies and implement a subsidy-based tiered pricing structure.

Relying on policy support to optimize product pricing and promotion strategies, reduce the impact of volatile consumer demand on operation.

Aligning with Weihai's marine sports subsidy policy, we introduce off-peak consumption incentives: During non-weekend and off-season periods when visitor spending is low, offer 15%-20% policy-subsidized discounts to guests booking core activities like sailing experiences and kayaking adventures. This lowers decision barriers and boosts baseline foot traffic. Design tiered product packages featuring a base experience + flexible upgrades: - Base packages (e.g., 1-hour beach buggy ride + light meal) target price-sensitive mass-market demand, priced under ¥500; Upgrade packages (e.g., sailing workshop + seafood dinner) preserve spending opportunities for high-end customers. Simultaneously, introduce tiered discounts like Base package + ¥50 upgrade to premium experience, ensuring both customer base stability and enhanced average transaction value resilience against fluctuations.

**ST6:** Collaborate with multiple stakeholders to establish an incentive mechanism for zero-waste tourism.

In order to systematically reduce the ecological pressure of tourism activities, the incentive system of zero waste tourism is constructed by combining hotels, catering, and scenic spots. The specific plan is as follows: First, design a standardized participation process. Visitors can receive reusable environmental garbage bags and the Weihai Zero Waste Guide when they check in at the cooperative hotel. After participation, they can collect 10 yuan project discount vouchers or catering vouchers through the small program by collecting the collected garbage to the designated exchange points of each scenic spot and verifying by the staff. The cooperative hotel synchronously implements the green room plan and does not actively provide disposable toiletries; the cooperative restaurant fully adopts degradable food boxes and presents ecological snacks to tourists who practice CD Action. Establish a quarterly environmental protection score list, and the tourists with the highest cumulative scores are awarded the title of Weihai Ecological Honor Citizen and rewarded for free accommodation. Through the tripartite linkage of cultural tourism bureau supervision + enterprise profit + tourist participation, the goal is to reduce the amount of beach garbage by 30 % in the peak season, and to build a virtuous cycle of ecological protection-consumption incentive-brand promotion.

#### ( 4 ) WT Strategies

**WT1:** Marine Sports Digital Experience Center Construction Project.

Build a digital experience hall to create a full-time, all-weather new marine sports experience.

It can apply for special subsidies for smart tourism and new business forms, which can be used as a strategic fulcrum to build a Marine Sports Digital Experience Museum in the scenic spot - open VR sailing simulation, deep-sea exploration and other digital projects on summer typhoon days to replace the suspended outdoor projects; in winter, relying on the digital museum, the Ocean Sports Science Course + VR Ice and Snow Sea Project was launched to fill the gap in winter operations. At the same time, the impact of extreme weather on tourists was reduced by scientific and technological means, and the idle rate of resources was reduced.

**WT2:** Establish a multi-party collaborative supervision system and implement quantitative assessments of cleanliness.

Carry out cleaning performance appraisal, linkage visitor evaluation and cultural tourism bureau spot check, institutionalized means to ensure environmental quality, improve the competitiveness of scenic spots.

A quantitative assessment standard was established, including three dimensions: basic sanitation (the number of garbage per 100 square meters  $\leq 3$ ), dynamic cleaning (toilet inspection once per hour), and garbage disposal (garbage bin overflow rate  $\leq 5\%$ ). All indicators are directly linked to tourist satisfaction. Scan code evaluation points are set up in each key area of the scenic spot, and tourists can score the health status in real time. Establish incentive mechanism: monthly score  $\geq 90$  points reward 200 yuan, 80 - 89 points reward 100 yuan, less than 70 points deduction 50 yuan. The ' Star Cleaner ' title and a special bonus of 500 yuan were awarded to those who were evaluated for three consecutive months. The Cultural Tourism Bureau adopts the double random and one public spot check mode, and carries out two unannounced visits every month, focusing on verifying areas where tourists reflect more problems. The establishment of the problem rectification ledger requires the completion of the rectification and feedback results within 2 hours, and the results of the spot check are directly included in the annual quality rating assessment of the scenic spot. Relying on the smart tourism platform, the exclusive module of health management is developed to display the cleaning status, tourist evaluation data and problem rectification progress of each region in real time. Through big data analysis, the dynamic deployment scheme of cleaning force is generated to realize the transformation from passive cleaning to active prevention.

**WT3:** Innovative Development of VR Technology to Empower Marine Sports Products Project.

Focus on the dilemma of homogenization and low price competition, and implement technology empowerment and product innovation.

Can rely on the application of special subsidies for science and technology cultural tourism. On the one hand, joint science and technology enterprises to develop marine sports + VR innovative projects (such as VR immersive sea fishing and virtual sailing events), create differentiated products through technology empowerment, and reduce dependence on traditional homogeneous projects; on the other hand, for families and young customers, a technology experience + physical project combination package (such as VR deep-sea exploration + short-distance kayaking) is designed to avoid low-cost competition with a unique experience. At the same time, through product differentiation, the willingness of customers to pay is enhanced, and the market pressure brought by homogenization is alleviated.

**WT4:** Guidance Price Announcement for Marine Sports Activities and Market Anti-Counterfeiting Collaboration.

Joint Cultural Tourism Bureau issued project guidance price, unified in the official new media publicity, cracked down on false propaganda, and regulate the market.

In order to standardize the order of the tourism market and establish a fair and transparent consumption environment, Weihai Municipal Bureau of Culture and Tourism, market supervision departments and industry associations jointly implement the publicity system of guiding price for marine sports. Establish a project price guidance directory, according to the equipment loss, labor cost, operation and maintenance of the three major sections of the cost of publicity. According to the eight categories of projects such as sailing and canoeing, the three-level price ranges of basic experience (30 minutes), in-depth experience (2 hours) and professional training (half-day) are formulated respectively, and the floating coefficients of peak season (July-September) and normal season (April-June, October) are set. Set up a price inquiry zone on the official platform of Weihai Wenlv, and synchronize with OTA platforms such as Meituan and Ctrip. All business entities are required to hang a unified price bulletin board at a prominent position in the business place, setting out the project duration, service content, price range and complaint channels. Develop a price comparison program, and visitors can scan the code to view the real-time reference price of similar projects in the city. A price supervision class composed of Cultural Tourism Bureau, Market Supervision Bureau and Industry Association was set up, and double random spot checks were carried out every month. For operators with false publicity and more than 20% over the guidance price, they are ordered to rectify and publicize for the first time, are included in the list of dishonesty for the second time and suspend their business qualifications. Establish a price violation fast processing channel to ensure that complaints are processed within 24 hours.

**WT5:** High-End Service Talent Recruitment and Development Project with Customized Client Package Development.

Apply for subsidies to introduce high-end service talents, develop family/

business exclusive packages, improve customer adaptability, and reduce the impact of brain drain.

Introduce professional service talents through policy subsidies, develop differentiated customer group products, and improve service quality and market competitiveness. Apply for municipal high-end talent introduction subsidies, focusing on recruiting internationally qualified maritime sports coaches, multilingual service commissioners and customer relationship management experts. Establish a tutorial system training system, with senior talents leading new recruits, and implement a step-by-step training plan, covering modules such as service etiquette, emergency handling, and product knowledge. Design Ocean Explorer package for family guests, including child-friendly sailing experience, parent-child kayaking teaching and marine knowledge science popularization activities; for business customers, we have launched a Distinguished Navigation package, which provides special services such as private yacht customization, maritime business reception and high-end sea fishing. Establish a service quality monitoring mechanism, and continuously optimize the service process through visitor satisfaction surveys and mysterious customer evaluations. Set up a talent career development channel, improve the salary incentive system, provide housing subsidies, children's education and other welfare guarantees for core talents, and control the brain drain rate within 10 %.

**WT6:** Winter Beach Ecological Restoration Volunteer Activities Linked to Member Benefits.

Carry out Beach Ecological Restoration Voluntary Activities in winter (tourist participation is discounted in the following year) to improve ecology while increasing stickiness and reducing seasonal idle effects.

Carry out two monthly Guardian Blue theme volunteer activities, set up three types of tasks: garbage cleaning, sand dune restoration, and seagrass planting. It is equipped with a professional environmental protection kit, including degradable garbage bags, planting shovels and protective gloves. The duration of each activity was controlled at 2 hours to avoid participant fatigue. The line volunteer service points system: 50 points for completing one activity, a total of 150 points can be converted into 8 discount coupons for the next year's tourism season, and 300 points can be upgraded to the annual membership to enjoy exclusive rights and interests. Monthly selection of environmental stars gives extra rewards. Cooperate with local enterprises to set up public welfare funds to ensure the continuous development of activities. Record ecological improvement results through social media to enhance participants sense of achievement. Develop the winter ecological restoration + hot spring health special package to enhance the comprehensive attraction.

### 4.3 Validate the feasibility of strategy of Marine sports tourism resource management to promote tourist attractions in WeiHai City

#### 4.3.1 Connoisseurship

In order to assess the feasibility of the proposed "The strategy of marine sports tourism resource management to promote tourist attractions in WeiHai City" by the researchers, the researchers will currently adopt the method of connoisseurship. The researchers have invited three leisure tourism experts, the deputy director of the Weihai Municipal Government Office, the deputy manager of Weihai Huaxia International Travel Service Co., Ltd., the manager of Weihai China Travel Service Co., Ltd., the manager of Weihai Sunshine International Travel Service Co., Ltd., the director of the Weihai Grape Beach Scenic Area Management Office, and a tour guide from Naxianghai Scenic Area, totaling nine experts, to participate in this evaluation activity. The aim is to further adjust and improve the proposed strategy. The evaluation results are as follows:

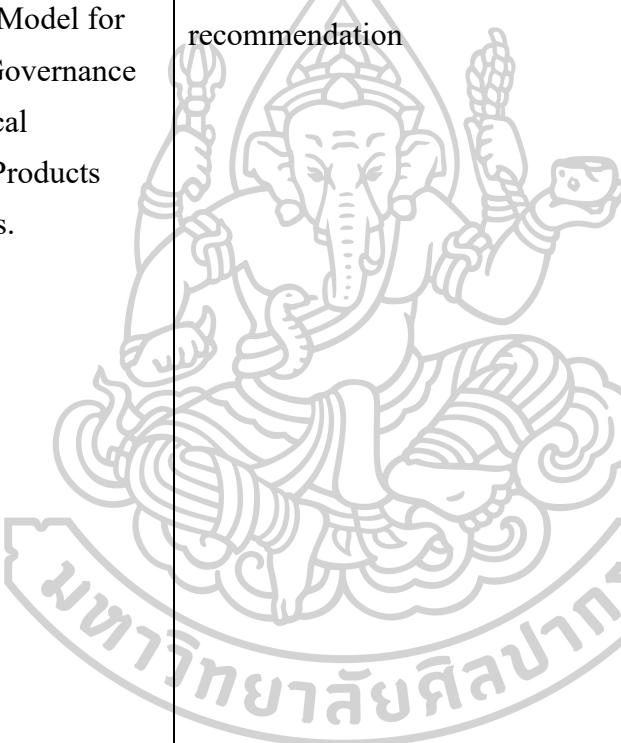
Table 7: The Results and adjust of Connoisseurship.

| Strategy   | Expert recommendations   | Improvement |
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| <b>SO1:</b> Sailing & Camping Weekend Premium Package.                     | Nine experts highly endorsed the S01 strategy, believing that this strategy precisely matched the core customer base (the 3-5-hour high-speed rail circle) and the core demands (combining stimulation and leisure), with huge market potential and in line with local policies. |             |
| <b>SO2:</b> Develop eco-friendly marine-themed product lines to build core | Seven experts believe that establishing the "ecological marine sports" brand is the key to differentiated competition,   |             |

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| brands.  | which can effectively utilize the high-quality water quality of Weihai and coordinate with the international tourist source (SO6) strategy. Two experts think that the policy orientation is strong, and the resource endowment provides support, but the market acceptance needs to be guided, and there are risks in terms of product appeal and profitability. Five experts suggest merging with WO2 |  |
| <b>SO3:</b> Developing Kayak Expeditions + Uninhabited Island Observation: A Niche Innovative Project. | <p>Nine experts highly endorsed the SO3 strategy, which perfectly meets the core customer group's demand for "novel and scarce" experiences. It has strong market competitiveness. However, the safety risks (tides, signals) and transportation costs of the uninhabited island project are the biggest constraints. During its implementation, safety should be the top priority.</p>                 |  |
| <b>SO4:</b> Smart Facility Early Warning and Operation Management Platform.                            | <p>Nine experts unanimously agreed and believed that this strategy is the inevitable trend: it is a fundamental solution to the current operational problems and can significantly enhance management efficiency and</p>  |  |

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|   | <p>visitor experience. Currently, the technology is mature, the policy support is strong, and the feasibility is extremely high.</p>  |  |
| <p><b>SO5:</b> Developing Winter Specialty Products for Sports Plus.</p>  | <p>Eight experts unanimously agreed with this strategy, believing it to be the key breakthrough point for overcoming the low season in winter tourism and enabling balanced operations throughout the year. One expert, however, thought the concept was correct and the profit model was clear. They suggested strengthening the tag "Only in Weihai can you see it", in order to avoid getting caught in the homogenized price war with inland ice and snow projects.</p> |  |
| <p><b>SO6:</b> Develop and Promote Cross-Border Marine Life Observation and Fisherman's Experience Products in Japan and South Korea.</p> | <p>Nine experts believe that the location advantage is obvious, with geographical proximity and cultural affinity, and the market potential is huge. Three experts pointed out that the implementation of this strategy is rather difficult. It is not simply about translating products but requires a systematic project in areas such as visa facilitation, language services, cultural adaptation,</p>  |  |

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|  | <p>and cross-border cooperation. Government and enterprise collaboration is needed. The strategic direction is correct, but the implementation cycle is long. Eight experts suggested merging SO6 + WO6. Both strategies precisely focus on international tourists from Japan and South Korea. After the merger, resource allocation, product development, and market promotion can be more focused, avoiding the dispersion of forces.</p> |  |
| <p><b>SO7:</b> Extend the consumption chain and promote collaborative development of cultural and creative products.</p> | <p>All 9 experts unanimously agreed with this strategy. They believed that it is necessary to break free from the homogenized trap of "cultural creation in scenic spots across the country" and establish a strong connection with the marine sports projects in Weihai, transforming the "purchase" behavior into a part of the "experience".</p>   |  |
| <p><b>WO1:</b> Develop short-distance routes and joint ticket programs linking eastern and western resources.</p>        | <p>Nine experts fully endorsed this strategy. They unanimously believed that this strategy is the fundamental solution to the imbalance in resources and development between the</p>  |  |

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|   | <p>eastern and western parts of Weihai. Through the market-based "combined ticket subsidy" mechanism, it provides continuous funds for infrastructure construction in the western region, and the model is innovative and sustainable.</p> |  |
| <p><b>WO2:</b> Developing a Co-creation Model for Ecological Governance and Ecological Experience Products with Tourists.</p> | <p>Same as SO2 recommendation</p>   | <p>SO2+WO2+ST6+WT6:<br/>Build Weihai ' ecological marine sports ' brand system and sustainable operation mode. The ecological marine sports will be built as the core tourism IP of Weihai, and the high differentiation of products and the significant improvement of brand competitiveness will be realized by providing unique ecological value.</p> |
| <p><b>WO3:</b> Develop customized experience products for target customer segments and establish a membership system.</p>     | <p>Nine experts unanimously agreed that it has high feasibility. Precise matching of demands and customized services tailored for the three major customer groups can significantly enhance</p>  |  |

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|   | <p>satisfaction and revisit rate.</p> <p>The group profile is clear, the demands are explicit, and the business model is straightforward. This is an effective means for scenic spots to increase service value-added and establish competitive advantages.</p>  |  |
| <p><b>WO4:</b> Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.</p> | <p>Nine experts unanimously agreed with this strategy. Currently, the technology is mature and it is supported by government smart tourism projects, making it highly feasible. However, they also pointed out that the platform must be extremely simple and easy to use, and must fully consider the usage habits of special groups such as the elderly.</p> |  |
| <p><b>WO5:</b> Develop year-round product innovation initiatives to overcome seasonal limitations.</p>        | <p>Nine experts unanimously agreed that this is a strategic measure to solve the seasonal problem of "imbalance between winter and summer" in Weihai tourism. Seven experts suggested that the four strategies - WO5 (Special Subsidy for New Business Models), WT1 (Digital Experience Center), WT3 (VR</p>   |  |

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|   | <p>Innovation Project), and WT7 (Interactive Platform for Young Customers) - all focus on using digital technologies (VR/AR, mini-programs, interactive platforms) to address the issue. Their goals are highly consistent.</p>   |   |
| <p><b>WO6:</b> Deeply explore the cultural landscape of the Japanese and Korean markets to develop high-end customized product initiatives.</p> | <p>Same as SO6 recommendation</p>   | <p>SO6 + WO6: The Construction Plan for the Weihai - Korea-Japan Marine Culture, Sports and Tourism Community. Product System Reconfiguration: Create exclusive products that deeply integrate culture, sports and ecology; Service Standards Upgrade: Establish an "International Reception Service Standard System"</p> |
| <p><b>WO7:</b> Integrating cultural creativity with technology to expand consumption scenarios.</p>   | <p>Nine experts unanimously agreed that this strategy is an effective tool for addressing the issue of "low cultural integration" and boosting secondary consumption. DIY has created unique "travel memories", significantly</p> |   |

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|   | <p>enhancing the emotional value and purchasing desire of cultural products. During the implementation process, the uniqueness and cost need to be balanced. Cultural products must have a strong "Weihai marine sports" brand identity to avoid being similar to other tourist attractions across the country. At the same time, the technological cost must be strictly controlled, and the pricing should be in line with the consumption expectations of the mainstream customer group.</p> |  |
| <p><b>ST1:</b> Develop emergency response plans for extreme weather.</p>  | <p>Nine experts unanimously agreed that this is an essential risk management tool for dealing with the seasonal climate threats in Weihai. The technology is mature, the policy support is clear, and it can significantly reduce economic losses and tourist complaints.</p>   |  |
| <p><b>ST2:</b> Promoting kayaking + Liu Gong Island coastal defense study tours and other differentiated product offerings.</p> | <p>Nine experts highly praised this strategy as a wise move to avoid direct competition with Qingdao and Sanya and to open up a blue market. By ingeniously combining the historical and cultural advantages of Weihai (such as Liu Gong Island) with</p>   |  |

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|   | its natural resource advantages (such as excellent sea areas), a unique product core was formed.   |  |
| <b>ST3:</b> Increase the proportion of specialty programs and establish an industry self-regulation alliance. | All 9 experts unanimously agreed that in the face of the chaotic low-price situation in the market, forming an alliance and setting bottom-line standards is the inevitable path to improving the overall service quality and image of the industry. 7 experts suggested that ST3 (Industry Self-Regulation Alliance) + ST4 (Qualification Review Standards) + WT2 (Cleaning Performance Evaluation) + WT4 (Project Pricing) be combined. These four strategies jointly target the internal governance weaknesses of the Weihai tourism market, aiming to establish a standardized, transparent, and trustworthy market environment. |  |
| <b>ST4:</b> Standardized Qualification Certification and Training for the Marine Sports Industry.             | Same as ST3 recommendation   |  |
| <b>ST5:</b> Optimize promotional strategy policies and implement a  | Seven experts believe this is a powerful measure to counter consumer volatility.   |  |

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| subsidy-based tiered pricing structure.   |  |  |
| <p><b>ST6:</b> Collaborate with multiple stakeholders to establish an incentive mechanism for zero-waste tourism.</p> | <p>Nine experts unanimously agreed that the concept is novel, in line with the trend, and the cost is controllable (especially with subsidies), which can effectively enhance the brand image of "ecological marine sports" in Weihai. The strategy ingeniously transforms this external pressure of environmental protection into an opportunity for interaction with tourists and enhancing the brand image. By guiding tourist behavior through economic incentives, it is an innovative measure for achieving sustainable development.</p> <p>Six experts suggested merging ST6 (Zero Waste Tourism) + WT6 (Beach Ecological Restoration)+WO2 as both strategies are based on the perspective of ecological environmental protection, converting the internal "environmental pressure" weakness into an opportunity to shape the brand image of a responsible tourism destination. The two are highly coordinated in terms of concepts and</p> |  |

|  | actions.                          |  |
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| <p><b>WT1:</b> Marine Sports Digital Experience Center Construction Project.</p> | <p>Same as WO5 recommendation</p> | <p>WO5 + WT1 + WT3: Developing the Weihai Smart Ocean Sports Metaverse Project. Build online and offline integration experience: online development and management platform and interactive applet to realize intelligent scheduling and gamification drainage; a digital experience museum is set up offline to provide alternative projects such as VR sailing and deep-sea exploration in bad weather and winter, and transform the operation window period into a technology experience window. At the same time, AR interactive punch points are set up to stimulate social communication. Finally, it will achieve uninterrupted operation throughout the year, significantly reduce the</p> |

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|   |                            | idle rate of resources, and form differentiated competitiveness.   |
| <b>WT2:</b> Establish a multi-party collaborative supervision system and implement quantitative assessments of cleanliness. | Same as ST3 recommendation | ST3 + ST4 + WT2 + WT4: Implement the Weihai Marine Sports Quality Certification Program. Establish a unified standard: Led by the Cultural and Tourism Bureau, with the participation of industry associations and enterprises, a comprehensive quality standard system covering service hygiene (WT2), clear pricing (WT4), service procedures (ST3), and personnel and equipment qualifications (ST4) is formulated. |
| <b>WT3:</b> Innovative Development of VR Technology to Empower Marine Sports Products Project.                              | Same as WO5 recommendation |  |
| <b>WT4:</b> Guidance Price Announcement for Marine Sports Activities  | Same as ST3 recommendation |  |

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| and Market<br>Anti-Counterfeiting<br>Collaboration.   |  |  |
| <b>WT5:</b> High-End Service Talent Recruitment and Development Project with Customized Client Package Development. | Five experts repeating the same point as WO3, both the government and enterprises have already implemented measures in talent recruitment. Relying on the existing professionals to train new recruits extensively, reduce the risk of personnel loss affecting the operation of scenic spots. | Expanding Professional Talent Pool: Establish a complete mentor-mentee system and standardized training. Leveraging Experienced Staff to Mentor Newcomers and Mitigate Operational Impacts from Staff Turnover. Utilize subsidies and other policies to precisely introduce top talents in fields such as commercial yacht operation, high-end health care, and international study tours. |
| <b>WT6:</b> Winter Beach Ecological Restoration Volunteer Activities Linked to Member Benefits.                     | Same as ST6, recommendation  |  |

Overall, all 9 experts agreed that the strategy is highly feasible in general and is in line with the current situation of marine sports tourism development in WeiHai City. It can also meet the future development needs of marine sports tourism in WeiHai City and enhance the attractiveness of the scenic area. However, some parts of the strategy need to be adjusted and improved. The final strategies after adjustment and modification according to the expert suggestions in Connoisseurship are 5 SO strategies, 6 WO strategies 3 ST strategies, and 3 WT strategies, as follows:

**SO Strategies:**

**SO1:** Sailing & Camping Weekend Premium Package.

Integrate the core resources of sailing + camping, create short-distance high-end packages on weekends, and accurately explore the tourist market in Northeast China and North China.

**SO2:** Developing Kayak Expeditions + Uninhabited Island Observation: A Niche

Innovative Project.

Aiming at the customer group of young enterprise employees, a niche project of kayaking expedition + unmanned island observation is added to meet the needs of novel experience.

**SO3:** Smart Facility Early Warning and Operation Management Platform.

Connect with the smart tourism policy, build a early warning facility platform (real-time display of equipment status, wharf flow), and improve operational efficiency.

**SO4:** Developing Winter Specialty Products for Sports Plus.

Combined with brand activities, develop sports + ice and snow (winter beach ice and snow carnival), sports + health (paddle board yoga) to fill the winter gap.

**SO5:** Extend the consumption chain and promote collaborative development of cultural and creative products.

Link up local cultural and creative enterprises, develop fisherman culture + sports cultural and creative (war ship modeling souvenirs), set up sales areas in scenic spots, and extend the consumption chain.

**WO Strategies:**

**WO1:** Develop short-distance routes and joint ticket programs linking eastern and western resources.

Joint cultural and tourism bureaus and travel agencies to jointly promote east-west linkage short-distance travel routes and tickets.

**WO2:** Construct Weihai ecological marine sports brand system and sustainable operation mode.

The ecological marine sports will be built as the core tourism IP of Weihai, and the high differentiation of products and the significant improvement of brand competitiveness will be realized by providing unique ecological value.

**WO3:** Develop customized experience products for target customer segments and establish a membership system.

**WO4:** Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.

**WO5:** The construction plan for the Weihai-Japan-Korea Marine Culture, Sports and Tourism Community.

Aims to restructure the product system: to create exclusive products that deeply integrate culture, sports and ecology; upgrade service standards: to establish an international reception service standard system.

**WO6:** Integrating cultural creativity with technology to expand consumption scenarios.

Activate cultural IP with technology empowerment, broaden consumption scenarios with experience extension, and overcome the problems of cultural transformation and product innovation.

**ST strategies:**

**ST1:** Develop emergency response plans for extreme weather.

Joint meteorological departments to build an extreme weather warning system, formulate a suspension emergency plan (typhoon day switching indoor science exhibition), and reduce losses.

**ST2:** Promoting kayaking + Liu Gong Island coastal defense study tours and other differentiated product offerings.

Highlight the advantages of high-quality resources + niche projects, promote differentiated products of canoeing + Liugongdao research, and avoid high-end competition in Qingdao / Sanya.

**ST3:** Optimize promotional strategy policies and implement a subsidy-based tiered pricing structure.

Relying on policy support to optimize product pricing and promotion strategies, reduce the impact of volatile consumer demand on operation.

**WT Strategies:**

**WT1:** Digital technology empowerment strategy. Developing the Weihai Smart Ocean Sports Metaverse project.

Build online and offline integration experience: online development and management platform and interactive applet to realize intelligent scheduling and gamification drainage; a digital experience museum is set up offline to provide alternative projects such as VR sailing and deep-sea exploration in bad weather and winter, and transform the operation window period into a technology experience window. At the same time, AR interactive punch points are set up to stimulate social communication. Finally, it will achieve uninterrupted operation throughout the year, significantly reduce the idle rate of resources, and form differentiated competitiveness.

**WT2:** Weihai Marine Sports Quality Certification Program.

Establish unified standards: Led by the cultural and tourism bureau, with the participation of industry associations and enterprises, a comprehensive quality standard system covering service hygiene, clear pricing, service procedures, and personnel and equipment qualifications will be formulated.

**WT3:** Establish a Talent Reserve System for Marine Sports Tourism

Establish a complete mentor-mentee system and standardized training. Leveraging Experienced Staff to Mentor Newcomers and mitigate operational impacts from staff turnover. Utilize subsidies and other policies to precisely introduce top talents in fields such as commercial yacht operation, high-end health care, and international study tours.

## **Chapter 5 Conclusion Discussion and Recommendation**

The purpose of this study is to study the current situation of marine sports tourism in WeiHai City, to formulate strategies for the management of marine sports tourism resources to enhance the attractiveness of WeiHai City tourist attractions, and to verify the feasibility of the strategy. Based on the relevant research at home and abroad, the investigators used the R&D research method to collect the quantitative data of 400 tourists from four scenic spots with marine sports tourism projects in WeiHai City through questionnaires, and then collected the qualitative data of 10 people through interviews, such as the leadership and related staff of Weihai Tourism Bureau, scenic spot managers, tourism company managers, tour guides, etc. Qualitative data were analyzed by descriptive statistics, and then qualitative data were analyzed by content analysis. Through the integration of quantitative data and qualitative data, SWOT analysis is carried out to study the advantages, disadvantages, opportunities and threats in the current situation of marine sports tourism in WeiHai City; then, the TOWS matrix is used to put forward the management strategies of marine sports tourism resources to improve the development of scenic spots, including 7 SO strategies, 6 ST strategies, 7 WO strategies and 6 WT strategies. A series of strategies were evaluated and improved through the appreciation of nine experts to maximize the feasibility of the strategy.

1. Research Conclusions
2. Research Discussion
3. Research Recommendations

### **5.1 Research Conclusions**

#### **5.1.1 Conclusion of the current situation of marine sports tourism in WeiHai City**

Weihai has abundant marine sports tourism resources with great leisure tourism potential, but resources are underutilized and development issues persist. Specific conditions are as follows:

### **(1) The situation of recreational tourism tourists**

Tourist Characteristics & Behavior: Female tourists account for a slight majority (gender difference small); core groups are 26-35-year-old enterprise employees (63.75% from outside Shandong), with high-educated and middle-income groups dominating—market has both mass consumption attributes and high-end upgrade potential. Tourism demand centers on pursuing stimulation + trying novel experience + relaxing entertainment (stimulation and novelty as key attractions, relaxation as supplement). Information acquisition relies on friend recommendation (trust-driven) + social media (content-driven), with travel agencies as supplementary channels. Destination selection prioritizes rich resources, with reasonable price and convenient transportation as support. Short stays (2-3 days) are mainstream; accommodation is split among hotels (first choice), homestays, and camping (nearly 50% diversion); seafood is core catering (supplemented by local specialties and snacks); consumption focuses on basic experiences (accommodation + projects), with insufficient value-added consumption.

### **(2) Strengths of marine sports tourism in Weihai City**

The current strengths (S) of marine sports tourism in Weihai City are identified as follows: S1, Exceptional Ecological Resources; S2, Unique Cultural Heritage; S3, Significant Geographical Advantage; S4, Clear Policy Support; S5, High Project Appeal; S6, Solid Infrastructure; S7, Diverse Activity Offerings; and S8, Robust Safety Measures.

### **(3) Weaknesses of marine sports tourism in Weihai City**

The weaknesses of marine sports tourism that currently exist in Weihai City are mainly expressed in 8 aspects: W1, Uneven Resource Development; W2, Severe Product Homogenization; W3, Significant shortage of specialized talent; W4, Lags in Technology Application and Promotion; W5, Absence of ecological management systems; W6, Low consumer retention; W7, Pronounced seasonal constraints; W8, Short industrial chain.

### **(4) Opportunities of marine sports tourism in Weihai City**

The opportunities of marine sports tourism that currently exist in Weihai City are mainly expressed in 7 aspects: O1, Increased demand for short-distance travel; O2, Eco-tourism policy support; O3, The potential of customer segmentation is great; O4, Promotion of smart tourism; O5, Sports + new business needs; O6, China-Korea Free

Trade Zone Development; O7, Exploration of cultural and creative products.

### **(5) Threats of marine sports tourism in WeiHai City**

The opportunities of marine sports tourism that currently exist in WeiHai City are mainly expressed in 7 aspects: T1, Extreme weather effects; T2, Similar city competition; T3, Project homogenization and low-cost competition; T4, Chaos in the market order; T5, Volatile Consumer Demand; T6, Eco-environmental pressure.

### **5.1.2 Conclusion of Strategies for marine sports tourism resource management to promote tourist attractions in WeiHai City**

Based on SWOT analysis and TOWS Matrix, 26 initial strategies (7 SO, 7 WO, 6 ST, 6 WT) were proposed. The details are as follows:

#### **( 1 ) SO Strategies**

**SO1:** Sailing & Camping Weekend Premium Package.

Integrate the core resources of sailing + camping, create short-distance high-end packages on weekends, and accurately explore the tourist market in Northeast China and North China.

**SO2:** Develop eco-friendly marine-themed product lines to build core brands.

Strive for ecological policy subsidies, develop ecological pro-marine product series (no power paddle board, no mark sea fishing, etc.), and establish the core brand of ecological marine sports.

**SO3:** Developing Kayak Expeditions + Uninhabited Island Observation: A Niche Innovative Project.

For young enterprise employees, a new niche project of canoeing adventure + unmanned island observation is added to meet the needs of novel experience.

**SO4:** Smart Facility Early Warning and Operation Management Platform.

Connect with the smart tourism policy, build a early warning facility platform (real-time display of equipment status, wharf flow), and improve operational efficiency.

**SO5:** Developing Winter Specialty Products for Sports Plus.

Combined with brand activities, develop sports + ice and snow (winter beach ice and snow carnival), sports + health (paddle board yoga) to fill the winter gap.

**SO6:** Develop and Promote Cross-Border Marine Life Observation and Fisherman's Experience Products in Japan and South Korea.

Jointly with Japan and South Korea travel agencies to promote marine biological observation + fisherman experience and expand international tourist sources.

**SO7:** Extend the consumption chain and promote collaborative development of cultural and creative products.

Link up local cultural and creative enterprises, develop fisherman culture + sports cultural and creative (war ship modeling souvenirs), set up sales areas in scenic spots, and extend the consumption chain.

## **( 2 ) WO Strategies**

**WO1:** Develop short-distance routes and joint ticket programs linking eastern and western resources.

Joint cultural and tourism bureaus and travel agencies to jointly promote east-west linkage short-distance travel routes and joint tickets.

**WO2:** Developing a Co-creation Model for Ecological Governance and Ecological Experience Products with Tourists.

Create a perceptible ecological experience and shape core brand differences. To build a new model of ecological governance of tourist co-construction.

**WO3:** Develop customized experience products for target customer segments and establish a membership system.

Create exclusive experiences for different customer groups and deeply bind through the membership system.

**WO4:** Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.

Establish consumer trust with transparent pricing, expand market volume with content matrix, and promote price transparency and publicity through smart platforms.

**WO5:** Develop year-round product innovation initiatives to overcome seasonal limitations.

The whole season of products is realized by sports + technology, and the new format of winter is spawned by sports + cross-border, which systematically makes up for the seasonal and innovative shortcomings.

**WO6:** Deeply explore the cultural landscape of the Japanese and Korean markets to develop high-end customized product initiatives.

Create a unique selling point with cultural deep ploughing, establish a quality benchmark with high-end customization, and jointly make up for the shortcomings of products and services in the Japanese and Korean markets.

**WO7:** Integrating cultural creativity with technology to expand consumption scenarios.

Activate cultural IP with technology empowerment, broaden consumption scenarios with experience extension, and overcome the problems of cultural transformation and product innovation.

## **( 3 ) ST Strategies**

**ST1:** Develop emergency response plans for extreme weather.

Joint meteorological departments to build an extreme weather warning system and formulate a suspension emergency plan.

**ST2:** Promoting kayaking + Liu Gong Island coastal defense study tours and

other differentiated product offerings.

Highlight the advantages of high-quality resources + niche projects, promote differentiated products of canoeing + Liugongdao research, and avoid high-end competition in Qingdao / Sanya.

**ST3:** Increase the proportion of specialty programs and establish an industry self-regulation alliance.

Increase the proportion of niche projects, establish industry self-discipline alliance in joint scenic spots, agree on the lowest service standards, and curb low-cost competition.

**ST4:** Standardized Qualification Certification and Training for the Marine Sports Industry.

Relying on safety and professional services, the Joint Cultural Tourism Bureau formulates qualification audit standards, conducts regular training, combats unqualified operations, and standardizes the market.

**ST5:** Optimize promotional strategy policies and implement a subsidy-based tiered pricing structure.

Relying on policy support to optimize product pricing and promotion strategies, reduce the impact of volatile consumer demand on operation.

**ST6:** Collaborate with multiple stakeholders to establish an incentive mechanism for zero-waste tourism.

#### **( 4 ) WT Strategies**

**WT1:** Marine Sports Digital Experience Center Construction Project.

Build a digital experience hall to create a full-time, all-weather new marine sports experience.

**WT2:** Establish a multi-party collaborative supervision system and implement quantitative assessments of cleanliness.

Carry out cleaning performance appraisal, linkage visitor evaluation and cultural tourism bureau spot check, institutionalized means to ensure environmental quality, improve the competitiveness of scenic spots.

**WT3:** Innovative Development of VR Technology to Empower Marine Sports Products Project.

Focus on the dilemma of homogenization and low price competition, and implement technology empowerment and product innovation.

**WT4:** Guidance Price Announcement for Marine Sports Activities and Market Anti-Counterfeiting Collaboration.

Joint Cultural Tourism Bureau issued project guidance price, unified in the official new media publicity, crack down on false propaganda, regulate the market.

**WT5:** High-End Service Talent Recruitment and Development Project with Customized Client Package Development.

Apply for subsidies to introduce high-end service talents, develop family /

business exclusive packages, improve customer adaptability, and reduce the impact of brain drain.

**WT6:** Winter Beach Ecological Restoration Volunteer Activities Linked to Member Benefits.

Carry out Beach Ecological Restoration Voluntary Activities in winter (tourist participation is discounted in the following year) to improve ecology while increasing stickiness and reducing seasonal idle effects.

### **5.1.3 Conclusion of the evaluation of strategies for marine sports tourism resource management to promote tourist attractions in WeiHai City**

Based on SWOT analysis and TOWS Matrix, 26 initial strategies (7 SO, 7 WO, 6 ST, 6 WT) were proposed. After expert evaluation and optimization, 17 feasible strategies were finalized:

#### **( 1 ) SO Strategies**

**SO1:** Sailing & Camping Weekend Premium Package.

Integrate the core resources of sailing + camping, create short-distance high-end packages on weekends, and accurately explore the tourist market in Northeast China and North China.

**SO2:** Developing Kayak Expeditions + Uninhabited Island Observation: A Niche Innovative Project.

Aiming at the customer group of young enterprise employees, a niche project of kayaking expedition + unmanned island observation is added to meet the needs of novel experience.

**SO3:** Smart Facility Early Warning and Operation Management Platform.

Connect with the smart tourism policy, build a facility early warning platform (real-time display of equipment status, wharf flow), and improve operational efficiency.

**SO4:** Developing Winter Specialty Products for Sports Plus.

Combined with brand activities, develop sports + ice and snow (winter beach ice and snow carnival), sports + health (paddle board yoga) to fill the winter gap.

**SO5:** Extend the consumption chain and promote collaborative development of cultural and creative products.

Link up local cultural and creative enterprises, develop fisherman culture +

sports cultural and creative (war ship modeling souvenirs), set up sales areas in scenic spots, and extend the consumption chain.

## **( 2 ) WO Strategies**

**WO1:** Develop short-distance routes and joint ticket programs linking eastern and western resources.

Joint cultural and tourism bureaus and travel agencies to jointly promote east-west linkage short-distance travel routes and tickets.

**WO2:** Construct Weihai ecological marine sports brand system and sustainable operation mode.

The ecological marine sports will be built as the core tourism IP of Weihai, and the high differentiation of products and the significant improvement of brand competitiveness will be realized by providing unique ecological value.

**WO3:** Develop customized experience products for target customer segments and establish a membership system.

Create exclusive experiences for different customer groups and deeply bind through the membership system.

**WO4:** Establishment of a Transparent Pricing System and Multi-Channel Content Promotion Project.

Establish consumer trust with transparent pricing, expand market volume with content matrix, and promote price transparency and publicity through smart platforms.

**WO5:** The construction plan for the Weihai-Japan-Korea Marine Culture, Sports and Tourism Community.

Aims to restructure the product system: to create exclusive products that deeply integrate culture, sports and ecology; upgrade service standards: to establish an international reception service standard system.

**WO6:** Integrating cultural creativity with technology to expand consumption scenarios.

Activate cultural IP with technology empowerment, broaden consumption scenarios with experience extension, and overcome the problems of cultural transformation and product innovation.

## **( 3 ) ST Strategies**

**ST1:** Develop emergency response plans for extreme weather.

Joint meteorological departments to build an extreme weather warning system,

formulate a suspension emergency plan (typhoon day switching indoor science exhibition), and reduce losses.

**ST2:** Promoting kayaking + Liu Gong Island coastal defense study tours and other differentiated product offerings.

Highlight the advantages of high-quality resources + niche projects, promote differentiated products of canoeing + Liugongdao research, and avoid high-end competition in Qingdao / Sanya.

**ST3:** Optimize promotional strategy policies and implement a subsidy-based tiered pricing structure.

Relying on policy support to optimize product pricing and promotion strategies, reduce the impact of volatile consumer demand on operation.

#### **( 4 ) WT Strategies**

**WT1:** Digital technology empowerment strategy. Developing the Weihai Smart Ocean Sports Metaverse project.

Build online and offline integration experience: an online development and management platform and an interactive applet to realize intelligent scheduling and gamification drainage; a digital experience museum is set up offline to provide alternative projects such as VR sailing and deep-sea exploration in adverse weather and winter and transform the operation window period into a technology experience window. At the same time, AR interactive punch points are set up to stimulate social communication. Finally, this approach will ensure uninterrupted operation throughout the year, significantly reduce resource idle rates, and create a competitive advantage through differentiation.

**WT2:** Weihai Marine Sports Quality Certification Program.

Establish unified standards: Led by the cultural and tourism bureau, with the participation of industry associations and enterprises, a comprehensive quality standard system covering service hygiene, clear pricing, service procedures, and personnel and equipment qualifications will be formulated.

**WT3:** Establish a Talent Reserve System for Marine Sports Tourism.

Establish a complete mentor-mentee system and standardized training. Leveraging Experienced Staff to Mentor Newcomers and mitigate operational impacts from staff turnover. Utilize subsidies and other policies to precisely introduce top talents in fields such as commercial yacht operation, high-end health care, and

international study tours.

#### **5.1.4 Conclusion of the evaluation of strategies for marine sports tourism resource management to promote tourist attractions in Weihai City**

In general, all 9 experts agreed that the strategies as a whole have high feasibility, which is in line with the current situation of the development of marine sports tourism in Weihai City and can also meet the future development needs of Weihai City's marine sports tourism, especially the SO strategy has the highest feasibility, but some of the strategies need to be slightly adjusted and improved. The final strategies after adjustment and modification according to the expert suggestions in Connoisseurship are 5 SO strategies, 6 WO strategies, 3 ST strategies and 3 WT strategies.

Nine experts unanimously confirmed the high overall feasibility of the 17 optimized strategies, which align with Weihai's current development and future needs (SO strategies have the highest feasibility). Feasibility is supported by three core factors:

1. Resource matching: Fully utilize unique resources (ecology, Liugongdao history, China-Korea Free Trade Zone); 2. Policy alignment: Aligns with national "smart tourism" and "eco-tourism" policies; 3. Market adaptation: Targets short-distance travel and young groups (current market trends).

## **5.2 Research Discussion**

### **5.2.1 Discussion of the current situation of marine sports tourism in Weihai City**

Based on the findings regarding the current state of marine sports tourism in Weihai City, this study will integrate prior research to analyze commonalities and contradictions in its development, explore the causes of these contradictions, and derive implications for future growth.

This research reveals that the primary visitors to Weihai's marine sports tourism are young working professionals who prefer short-distance trips. This aligns closely with (W. L. Xu Pengzhan, Shang Ningning, 2021)'s conclusion about short-distance, high-frequency coastal tourism in the post-pandemic era. Their consumption structure is dominated by basic experiential activities, consistent with (Dandan, 2020) finding that coastal tourism emphasizes essential needs. This reveals common patterns in

industry development.

However, this study also highlights significant contradictions. First, the proportion of female tourists in Weihai (52.75%) slightly exceeds that of males, contradicting (Qi, 2024) widely accepted conclusion that “men dominate water sports.” This stems from Weihai's focus on low-intensity, high-aesthetic ecological leisure activities like paddleboard yoga, which successfully attract female visitors. Second, while tourist satisfaction is relatively high (e.g., ecological experience average of 3.48), yet low revisit intent (mean 2.36), contradicting (Cui Ruihua, 2018) finding of positive correlation between satisfaction and revisit intent. This stems from severe product homogenization (approximately 70% sailboat/kayak activities) and superficial cultural integration (failure to deeply transform iconic fisherman/red culture elements into experiential offerings).

This analysis offers clear implications for future development: Weihai must build upon its existing strengths in the short-haul market and young demographics while actively addressing product homogeneity and superficial cultural experiences. By creating deeply differentiated experiences, the destination can enhance visitor loyalty.

## **5.2.2 Discussion of strategies for marine sports tourism resource management to promote tourist attractions in WeiHai City**

The 17 strategies align with industry research in core directions while showing uniqueness:

This study proposes 17 resource management strategies based on SWOT analysis, which align closely with existing industry research in core directions while demonstrating strategic uniqueness due to Weihai's distinctive resource and policy context.

First, the ecology-driven and policy-driven strategies (e.g., ecological subsidies in SO2, sustainable initiatives in WT3) align with (Chen Tao, 2024) perspective that policy subsidies effectively reduce corporate green transition costs and enhance ecological branding. Digital marketing and youth-targeted strategies (e.g., SO3's signature programs) align with (Wang Ji, 2021) assertion that digital tools are crucial for attracting young tourists. Price standardization and quality certification strategies (e.g., WO4's transparent pricing, WT2's quality certification) echo (Wanying, 2021) findings that price regulation significantly boosts consumer trust.

Second, the WO5 strategy (building a Weihai-Japan-Korea community) proposed in this study appears to contradict (Jietao, 2016) observation of cross-regional marine tourism coordination challenges. However, its feasibility is rooted in Weihai's unique advantages: the China-Korea Free Trade Zone policy, cultural affinity, and resource complementarity. Additionally, Strategy ST2 (Kayaking + Liugong Island Study Tours)

conflicts with (Chen Enze, 2021) prevailing view on coastal study tour product homogenization. Its uniqueness lies in deeply integrating Weihai's distinctive red maritime defense history with sports activities—a core competitive advantage irreplicable in regions like Qingdao or Sanya.

Regarding innovation and risk, this study's strategy framework incorporates innovative concepts such as metaverse technology empowerment (WT1), cross-border market linkage (WO5), and deep integration of ecological and cultural elements. However, implementation faces significant risks, including high-cost investments in metaverse technology, complexities in cross-regional coordination, and slow progress in attracting high-end specialized talent.

### **5.2.3 Discussion of the evaluation of the feasibility of the overall strategies**

After expert connoisseurship and stakeholder interviews, the final 17 strategies (5 SO + 6 WO + 3 ST + 3 WT) were confirmed to have high feasibility. Comparison with existing research indicates that this feasibility assessment aligns strongly with prevailing industry perspectives, further validating the scientific rigor of the strategy framework.

The high feasibility of these strategies is first demonstrated by their alignment with core sustainable tourism principles. Their emphasis on ecological conservation and avoidance of excessive commercialization aligns with the sustainable tourism development requirements proposed by (Xinrui, 2021). Second, the customer-centric precision targeting (e.g., SO3 focusing on youth demographics, WO3 establishing membership systems) resonates with (Wang Yunchao, 2025) the assertion that “market segmentation enhances core competitiveness.” Finally, the intelligent and talent-driven strategies (e.g., SO3's smart platform development and ST3's professional talent program) resonate with (Xu Yanwei, 2021) key insights that intelligence enhances operational efficiency, while specialized talent ensures service quality. This convergence of consensus provides robust support for translating the research strategy from theory into practice.

## **5.3 Research Recommendations**

This study focuses on the current situation of marine sports tourism in Weihai City, constructs a resource management strategy system to enhance the attractiveness of scenic spots, and verifies the feasibility of the strategies. Although limited by research scope and time, there are still certain shortcomings in the study (such as the lack of long-term tracking of strategy implementation effects); the research results can provide reference for the high-quality development of marine sports tourism in coastal cities

similar to Weihai in China and also offer targeted ideas for solving the practical problems of Weihai's marine sports tourism industry.

### 5.3.1 Recommendations for applying the research results

The resource management strategies and current situation analysis conclusions proposed in this study involve multiple subjects, such as government departments, scenic spot operators, and tourism-related enterprises. To ensure that the research results are effectively applied to practice and truly promote the upgrading of Weihai's marine sports tourism, targeted recommendations are put forward for different subjects:

**Weihai Municipal Bureau of Culture and Tourism:** 1. Apply for ecological/digital project special subsidies (e.g., Weihai Marine Sports Ecological Fund) and establish a supervision group to avoid fund idleness; 2. Lead the formulation of Marine Sports Quality Certification Standards and set up a Sino-Korea-Japan cooperation office for visa facilitation and event co-hosting; 3. Build an evaluation index system (ecological protection, satisfaction, and income) for quarterly data statistics and annual adjustments.

**Scenic Spot Operators:** 1. Design scenario-based niche products (e.g., kayaking + Jiawu Naval Battle simulation); 2. Integrate culture and technology (e.g., fisherman culture, cultural and creative experience zones, metaverse pre-experience offline discounts); 3. Strengthen ecological protection (e.g., limits on sea fishing participants) and activate winter resources (e.g., beach ice and snow carnival).

**Tourism Enterprises:** 1. Develop combined products (e.g., Liugongdao research + Chengshantou observation routes, sailing + homestay packages); 2. Conduct precise digital marketing (e.g., travel blogger project vlogs, enterprise team building package promotion via workplace platforms).

### 5.3.2 Recommendations for further research

This study focuses on a systematic analysis of marine sports tourism in Weihai. However, constrained by the research timeline and data dimensions, there remains room for expansion in areas such as tracking strategy implementation and cross-regional comparisons. Considering the industry trends and extended research

value of marine sports tourism, the following future research directions are proposed to provide reference for subsequent academic exploration and practical application.

(1) Research on Constructing Model Policy Guidelines

This study proposes 17 resource management strategies that have the potential to become "model policy guidelines." Subsequent research on "Extracting Sustainable Development Models and Formulating Policy Guidelines for Weihai's Marine Sports Tourism" can be conducted. By detailing implementation pathways (e.g., metaverse project rollout procedures, cross-border cooperation policy coordination) and integrating Weihai's local policy environment (China-Korea Pilot Free Trade Zone, Marine Power Province Strategy), comprehensive policy guidelines covering the full spectrum of ecological conservation, industrial operations, cultural integration, and international cooperation can be developed. On one hand, the guidelines would provide operational policy toolkits for departments like Weihai's Culture and Tourism Bureau and Oceanic and Fishery Bureau. On the other hand, it would distill the Weihai Model characterized by ecological priority, cultural empowerment, and cross-border synergy to serve as a policy reference for similar coastal cities nationwide (e.g., Rizhao, Lianyungang, Dalian, and Qinhuangdao), thereby advancing regional coordination in marine sports tourism development.

(2) Research on New Business Model Integration in Marine Sports Tourism

With the upgrading of consumer demand and technological evolution, exploring the integration of marine sports tourism with emerging sectors such as wellness tourism, educational tours, and low-altitude economy holds significant potential. A study titled "*Research on Integration Models and Pathways for Marine Sports Tourism + New Industries: A Case Study of Weihai*" could be conducted to identify synergies between Weihai's resource endowments (ecological coastline, revolutionary heritage, Sino-Korean cross-border advantages) and emerging sectors. Examples include leveraging Weihai's premium coastline to develop marine sports and wellness products (aquatic tai chi, marine climate therapy); leveraging Liugong Island's revolutionary heritage to create marine sports and national defense study programs (kayak-based simulated coastal patrols, sailing tactical drills); and utilizing low-altitude economy pilot policies to explore novel formats like paragliding and ocean sightseeing, drone racing, and coastal live streaming. By researching these new business model integrations, this study provides fresh pathways for Weihai to expand consumption scenarios and enhance industrial value-added in marine sports tourism. It also offers innovative case studies for coastal cities nationwide to unlock the potential of tourism-plus initiatives.

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## Appendix

### Appendix A Questionnaire on Weihai marine sports tourism

Dear Visitors :

Hello ! Thank you for participating in this survey. Your answer will be of great significance for me to complete the dissertation of Silpakorn University, and all the data of the questionnaire is only used for academic research. Please answer according to the actual situation. Thank you again for your support and cooperation !

#### Basic information

1. Your gender :

- A. Men
- B. Female

2. Your age :

- A. 18-25 years old
- B. 26-35 years old
- C. 36-50 years old

D. Other: \_\_\_\_\_

3. You come from:

- A. Wei Hai City
- B. Inside Shandong Province (except Wei Hai City)
- C. Outside Shandong Province
- D. Abroad

4. Your education :

- A. High school / technical secondary school
- B. Junior college
- C. Bachelor degree

D. Other: \_\_\_\_\_

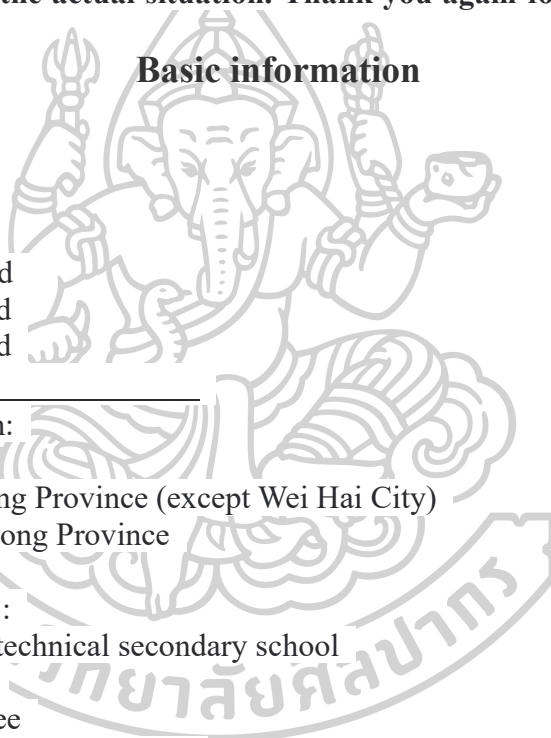
5. Your profession :

- A. Enterprise employees
- B. Freelancers
- C. Civil servants / public institution personnel

D. Other: \_\_\_\_\_

6. Your monthly income :

- A. 0-4000 CNY
- B. 4001- 8000 CNY
- C. 8001-12000 CNY
- D. More than 12000 CNY



### Travel behaviors and preferences

7. You choose the main purpose of marine sports tourism is ( optional ) :
- A. Relaxation
  - B. Experience novelty
  - C. Pursuing stimulation
  - D. Other: \_\_\_\_\_
8. What channels do you usually use to obtain information on marine sports tourism ( optional ) :
- A. Social media
  - B. Travel agencies
  - C. Friend recommendation
  - D. Other: \_\_\_\_\_
9. When you choose a marine sports tourism destination, the most important factors are ( optional ) :
- A. Richness of tourism resources
  - B. Traffic convenience
  - C. Price rationality
  - D. Other: \_\_\_\_\_
10. How long do you stay in WeiHai City for marine sports tourism ?
- A. Within 1 day
  - B. 2-3 days
  - C. 4-5 days
  - D. Other: \_\_\_\_\_
11. How do you travel to WeiHai City for marine sports tourism?
- A. Self-driving
  - B. Public transport
  - C. Following group
  - D. Other: \_\_\_\_\_
12. Your accommodation options during your marine sports tourism in Weihai are :
- A. Hotels
  - B. Homestay
  - C. Camping
  - D. Other: \_\_\_\_\_
13. Your catering consumption during Weihai marine sports tourism mainly tends to ( optional ) :
- A. Local food
  - B. Seafood
  - C. Fast food snacks
  - D. Other: \_\_\_\_\_
14. The per capita consumption budget of your marine sports tourism in Weihai is :
- A. 501-1000 CNY
  - B. 1001-2000 CNY
  - C. 2001-3000 CNY

D. More than 3000 CNY

15. Your main consumption items during the period of Weihai marine sports tourism are ( optional ) :

A. Tourism program

B. Accommodation

C. Catering

D. Other: \_\_\_\_\_

### Status evaluation

| NO | Evaluation of Marine sports tourism resources in WeiHai City   | Satisfaction rating |  |  |  |  |
|----|--|---------------------|--|--|--|--|
|    |  |                     |  |  |  |  |
| 16 | Your opinion on the resources in Weihai can support marine sports tourism.   |                     |  |  |  |  |
| 17 | Your opinion on the Weihai 's marine sports tourism program are interesting .  |                     |  |  |  |  |
| 18 | Your opinion on the Weihai 's marine sports tourism program are many kinds of activities and many choices.   |                     |  |  |  |  |
| 19 | Your opinion on the layout of Marine sports facilities (docks, equipment rental points) in the scenic spot is reasonable and convenient for tourists to use. |                     |  |  |  |  |
| 20 | Your opinion on the scenic facilities are in good maintenance condition and have no obvious aging or safety risks  |                     |  |  |  |  |
| 21 | Your opinion on the security measures of Weihai marine sports tourist attractions.   |                     |  |  |  |  |
| 22 | Your opinion on the professional level of marine sports tourism service personnel in Weihai  |                     |  |  |  |  |
| 23 | Your opinion on the environmental sanitation of marine sports tourist attractions in Weihai.   |                     |  |  |  |  |
| 24 | You opinion on the development of marine sports tourism resources in Weihai is reasonable.   |                     |  |  |  |  |

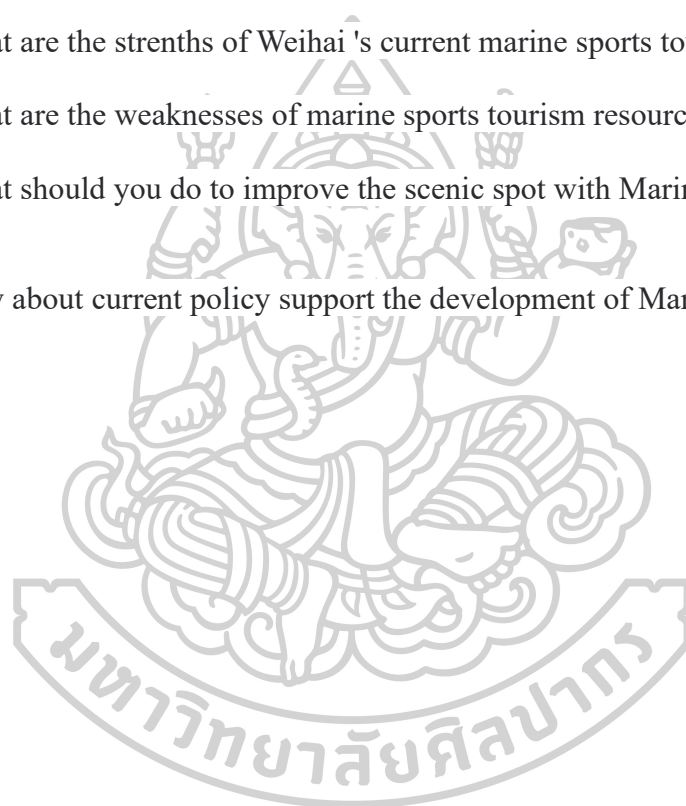
|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
| 25 | Your opinion on the Marine sports program has been designed with biodiversity protection in mind (e.g. avoiding coral reef areas, limiting fishing).                           |  |  |  |  |  |
| 26 | Your opinion on the tourist attractions has reduced the damage to the Marine ecological environment in its operation (such as garbage disposal and current limiting measures). |  |  |  |  |  |
| 27 | Your opinion on the pricing of Marine sports tourism projects is transparent and reasonable.   |  |  |  |  |  |
| 28 | Your opinion on the tourist attractions pay attention to integrating local Marine cultural characteristics when developing Marine sports projects.                             |  |  |  |  |  |
| 29 | Your opinion on the tourist attractions provides differentiated services (such as family packages, professional training camps) to meet the needs of different tourists.       |  |  |  |  |  |
| 30 | Your opinion on the transportation connections in the scenic area are convenient (such as shuttle buses, shared bicycles), and it is convenient to reach the activity points.  |  |  |  |  |  |
| 31 | Your opinion on tourist attractions need to deepen cooperation and promotion with travel agencies and sports associations.   |  |  |  |  |  |
| 32 | Your opinion on the introduction of technology (VR experience, intelligent tour) can improve the tourist experience.   |  |  |  |  |  |
| 33 | Your opinion on the level of government should strengthen policy support (such as event subsidies, consumption subsidies)  |  |  |  |  |  |
| 34 | Your opinion on the publicity work of Weihai marine sports tourism.  |  |  |  |  |  |
| 35 | In the future, you willing to visit Weihai again.  |  |  |  |  |  |

**Thank you again for your support and cooperation, I wish you a happy life !**

## Appendix B Interview Form on Weihai marine sports tourism

Dear experts and leaders, hello! Thank you very much for taking your precious time to participate in this interview about Weihai City Marine sports tourism resource management to promote the development strategy of scenic spots. Your insights and experiences are of great value to me.

1. What are the factors affecting the development of sports tourism in Weihai City.
2. What are the strengths of Weihai 's current marine sports tourism resources ?
3. What are the weaknesses of marine sports tourism resources in Weihai City ?
4. What should you do to improve the scenic spot with Marine sports tourism resources ?
5. How about current policy support the development of Marine sports tourism in Weihai?



## **Appendix C Process of Connoisseurship**

### **1. Pre-meeting preparation**

- (1) The host creates a link to the Tencent meeting and sends it to the experts;
- (2) Wait for the experts to enter the meeting and then check the equipment (camera, microphone).

### **2.Meeting Process**

- (1) The host opens the meeting and introduces the participating experts;
- (2) The host presents the meeting's goal and the pertinent strategies for discussion.

#### **(3) Expert Discussion**

1) Please comprehensively evaluate the overall feasibility of these strategies in the management of Weihai marine sports tourism resources to promote the development of scenic spots.

2) Please discuss the feasibility of SO strategies in WeiHai City, and put forward valuable suggestions for these strategies.

3) Please discuss the feasibility of WO strategies in WeiHai City, and put forward valuable suggestions for these strategies.

4) Please discuss the feasibility of ST strategies in WeiHai City, and put forward valuable suggestions for these strategies.

5) Please discuss the feasibility of WT strategies in WeiHai City, and put forward valuable suggestions for these strategies.

#### **6) Other suggestions**

#### **(4) Meeting Summary**

- 1) The moderator briefly summarised the content of the meeting;
- 2) Express gratitude to the participating experts;
- 3) Announce the end of the meeting.

## Appendix D Evaluation Form for Questionnaire Validity

Dear Experts:

I am a PhD student of Recreation Tourism and Sport Management, Faculty of Education, Silpakorn University, Thailand. My thesis is “The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai City”. Now I am designing a questionnaire about marine sports tourism in WeiHai City. I would like to consult you and ask for your opinion. Please provide your valuable comments! I would like to thank you sincerely!

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): CHENCHEN

August, 2025

| Contents  | Rating |   |    | Suggestion |
|---|--------|---|----|------------|
|   | -1     | 0 | +1 |            |
| <b>Basic Information</b>                        |        |   |    |            |
| 1. What is your gender?<br>A. Male<br>B. Female |        |   |    |            |
| 2. Your age :<br>A. 18-25 years old             |        |   |    |            |

|  |  |  |  |  |
|--|--|--|--|--|
| <p>B. 26-35 years old<br/>C. 36-50 years old<br/>D. Other:</p>   |  |  |  |  |
| <p>3. You come from:<br/>A. Wei Hai City<br/>B. Inside Shandong Province (except Wei Hai City)<br/>C. Outside Shandong Province<br/>D. Abroad</p>                      |  |  |  |  |
| <p>4. Your education :<br/>A. High school / technical secondary school<br/>B. Junior college<br/>C. Bachelor degree<br/>D. Other:</p>                                  |  |  |  |  |
| <p>5. Your profession :<br/>A. Enterprise employees<br/>B. Freelancers<br/>C. Civil servants / public institution personnel<br/>D. Other:</p>                          |  |  |  |  |
| <p>6. Your monthly income :<br/>A. 0-4000 CNY<br/>B. 4001- 8000 CNY<br/>C. 8001-12000 CNY<br/>D. More than 12000 CNY</p>   |  |  |  |  |
| <b>Travel behaviors and preferences</b>  |  |  |  |  |
| <p>7. You choose the main purpose of marine sports tourism is ( optional ) :<br/>A. Relaxation<br/>B. Experience novelty<br/>C. Pursuing stimulation<br/>D. Other:</p> |  |  |  |  |

|   |  |  |  |  |
|---|--|--|--|--|
| <p>8. What channels do you usually use to obtain information on marine sports tourism ( optional ) :</p> <p>A. Social media</p> <p>B. Travel agencies</p> <p>C. Friend recommendation</p> <p>D. Other: _____</p>                      |  |  |  |  |
| <p>9. When you choose a marine sports tourism destination, the most important factors are ( optional ) :</p> <p>A. Richness of tourism resources</p> <p>B. Traffic convenience</p> <p>C. Price rationality</p> <p>D. Other: _____</p> |  |  |  |  |
| <p>10. How long do you stay in WeiHai City for marine sports tourism ?</p> <p>A. Within 1 day</p> <p>B. 2-3 days</p> <p>C. 4-5 days</p> <p>D. Other: _____</p>  |  |  |  |  |
| <p>11. How do you travel to WeiHai City for marine sports tourism?</p> <p>A. Self-driving</p> <p>B. Public transport</p> <p>C. Following group</p> <p>D. Other: _____</p>   |  |  |  |  |
| <p>12. Your accommodation options during your marine sports tourism in Weihai are :</p> <p>A. Hotels</p> <p>B. Homestay</p> <p>C. Camping</p> <p>D. Other: _____</p>  |  |  |  |  |

|   |  |  |  |  |
|---|--|--|--|--|
| <p>13. Your catering consumption during Weihai marine sports tourism mainly tends to ( optional ) :</p> <p>A. Local food</p> <p>B. Seafood</p> <p>C. Fast food snacks</p> <p>D. Other:</p>        |  |  |  |  |
| <p>14. The per capita consumption budget of your marine sports tourism in Weihai is :</p> <p>A. 501-1000 CNY</p> <p>B. 1001-2000 CNY</p> <p>C. 2001-3000 CNY</p> <p>D. More than 3000 CNY</p>     |  |  |  |  |
| <p>15. Your main consumption items during the period of Weihai marine sports tourism are ( optional ) :</p> <p>A. Tourism program</p> <p>B. Accommodation</p> <p>C. Catering</p> <p>D. Other:</p> |  |  |  |  |
| <b>Status evaluation</b>  |  |  |  |  |
| <p>16. Your opinion on the resources in Weihai can support marine sports tourism.</p>   |  |  |  |  |
| <p>17. Your opinion on the Weihai 's marine sports tourism program are interesting .</p>  |  |  |  |  |
| <p>18. Your opinion on the Weihai 's marine sports tourism program are many kinds of activities and many choices.</p>   |  |  |  |  |
| <p>19. Your opinion on the layout of Marine sports facilities (docks, equipment rental points) in the scenic spot is reasonable and convenient for tourists to use.</p>                           |  |  |  |  |

|  |  |  |  |  |
|--|--|--|--|--|
| 20. Your opinion on the scenic facilities are in good maintenance condition and have no obvious aging or safety risks.   |  |  |  |  |
| 21. Your opinion on the security measures of Weihai marine sports tourist attractions.   |  |  |  |  |
| 22. Your opinion on the professional level of marine sports tourism service personnel in Weihai  |  |  |  |  |
| 23. Your opinion on the environmental sanitation of marine sports tourist attractions in Weihai.   |  |  |  |  |
| 24. Your opinion on the development of marine sports tourism resources in Weihai is reasonable.  |  |  |  |  |
| 25. Your opinion on the Marine sports program has been designed with biodiversity protection in mind (e.g. avoiding coral reef areas, limiting fishing).                           |  |  |  |  |
| 26. Your opinion on the tourist attractions has reduced the damage to the Marine ecological environment in its operation (such as garbage disposal and current limiting measures). |  |  |  |  |
| 27. Your opinion on the pricing of Marine sports tourism projects is transparent and reasonable.   |  |  |  |  |
| 28. Your opinion on the tourist attractions pay attention to integrating local Marine cultural characteristics when developing Marine sports projects.                             |  |  |  |  |
| 29. Your opinion on the tourist attractions provides differentiated services (such as family packages, professional training camps) to meet the needs of different tourists.       |  |  |  |  |
| 30. Your opinion on the transportation connections in the scenic area are convenient (such as shuttle buses, shared bicycles), and it is convenient to reach the activity points.  |  |  |  |  |

|  |  |  |  |  |
|--|--|--|--|--|
| 31. Your opinion on tourist attractions need to deepen cooperation and promotion with travel agencies and sports associations. |  |  |  |  |
| 32. Your opinion on the introduction of technology (VR experience, intelligent tour) can improve the tourist experience.       |  |  |  |  |
| 33. Your opinion on the level of government should strengthen policy support (such as event subsidies, consumption subsidies)  |  |  |  |  |
| 34. Your opinion on the publicity work of Weihai marine sports tourism.  |  |  |  |  |
| 35. In the future, you willing to visit Weihai again.  |  |  |  |  |

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



### Appendix E Results of IOC of Questionnaire

| Contents   | Rating |    |    | IOC |
|--|--------|----|----|-----|
|  | A      | B  | C  |     |
| <b>Basic Information</b>   |        |    |    |     |
| 1. What is your gender?<br>A. Male<br>B. Female  | +1     | +1 | +1 | 1   |
| 2. Your age :<br>A. 18-25 years old<br>B. 26-35 years old<br>C. 36-50 years old<br>D. Other:   | +1     | +1 | +1 | 1   |
| 3. You come from:<br>A. Wei Hai City<br>B. Inside Shandong Province (except Wei Hai City)<br>C. Outside Shandong Province<br>D. Abroad | +1     | +1 | +1 | 1   |
| 4. Your education :<br>A. High school / technical secondary school<br>B. Junior college<br>C. Bachelor degree<br>D. Other:             | +1     | +1 | +1 | 1   |
| 5. Your profession :<br>A. Enterprise employees<br>B. Freelancers<br>C. Civil servants / public institution personnel<br>D. Other:     | +1     | +1 | +1 | 1   |

|  |    |    |    |   |
|--|----|----|----|---|
| 6.Your monthly income :  |    |    |    |   |
| A. 0-4000 CNY  |    |    |    |   |
| B. 4001- 8000 CNY  | +1 | +1 | +1 | 1 |
| C. 8001-12000 CNY  |    |    |    |   |
| D. More than 12000 CNY   |    |    |    |   |
| <b>Travel behaviors and preferences</b>  |    |    |    |   |
| 7.You choose the main purpose of marine sports tourism is ( optional ) :                             |    |    |    |   |
| A. Relaxation  | +1 | +1 | +1 | 1 |
| B. Experience novelty  |    |    |    |   |
| C. Pursuing stimulation  |    |    |    |   |
| D. Other: _____  |    |    |    |   |
| 8.What channels do you usually use to obtain information on marine sports tourism ( optional ) :     |    |    |    |   |
| A. Social media  | +1 | +1 | +1 | 1 |
| B. Travel agencies   |    |    |    |   |
| C. Friend recommendation   |    |    |    |   |
| D. Other: _____  |    |    |    |   |
| 9.When you choose a marine sports tourism destination, the most important factors are ( optional ) : |    |    |    |   |
| A. Richness of tourism resources   | +1 | +1 | +1 | 1 |
| B. Traffic convenience   |    |    |    |   |
| C. Price rationality   |    |    |    |   |
| D.Other: _____   |    |    |    |   |
| 10.How long do you stay in WeiHai City for marine sports tourism ?                                   |    |    |    |   |
| A. Within 1 day  | +1 | +1 | +1 | 1 |
| B. 2-3 days  |    |    |    |   |
| C. 4-5 days  |    |    |    |   |
| D. Other: _____  |    |    |    |   |

|  |    |    |    |      |
|--|----|----|----|------|
| <p>11.How do you travel to WeiHai City for marine sports tourism?</p> <p>A. Self-driving</p> <p>B. Public transport</p> <p>C. Following group</p> <p>D. Other: _____</p>                               | +1 | +1 | +1 | 1    |
| <p>12. Your accommodation options during your marine sports tourism in Weihai are :</p> <p>A. Hotels</p> <p>B. Homestay</p> <p>C. Camping</p> <p>D. Other: _____</p>                                   | +1 | +1 | +1 | 1    |
| <p>13.Your catering consumption during Weihai marine sports tourism mainly tends to ( optional ) :</p> <p>A. Local food</p> <p>B. Seafood</p> <p>C. Fast food snacks</p> <p>D. Other: _____</p>        | +1 | 0  | +1 | 0.66 |
| <p>14.The per capita consumption budget of your marine sports tourism in Weihai is :</p> <p>A. 501-1000 CNY</p> <p>B. 1001-2000 CNY</p> <p>C. 2001-3000 CNY</p> <p>D. More than 3000 CNY</p>           | +1 | +1 | +1 | 1    |
| <p>15.Your main consumption items during the period of Weihai marine sports tourism are ( optional ) :</p> <p>A. Tourism program</p> <p>B. Accommodation</p> <p>C. Catering</p> <p>D. Other: _____</p> | +1 | +1 | +1 | 1    |
| <b>Status evaluation</b>   |    |    |    |      |

|  |    |    |    |   |
|--|----|----|----|---|
| 16. Your opinion on the resources in Weihai can support marine sports tourism.   | +1 | +1 | +1 | 1 |
| 17. Your opinion on the Weihai 's marine sports tourism program are interesting .  | +1 | +1 | +1 | 1 |
| 18. Your opinion on the Weihai 's marine sports tourism program are many kinds of activities and many choices.   | +1 | +1 | +1 | 1 |
| 19. Your opinion on the layout of Marine sports facilities (docks, equipment rental points) in the scenic spot is reasonable and convenient for tourists to use.                   | +1 | +1 | +1 | 1 |
| 20. Your opinion on the scenic facilities are in good maintenance condition and have no obvious aging or safety risks.   | +1 | +1 | +1 | 1 |
| 21. Your opinion on the security measures of Weihai marine sports tourist attractions.   | +1 | +1 | +1 | 1 |
| 22. Your opinion on the professional level of marine sports tourism service personnel in Weihai  | +1 | +1 | +1 | 1 |
| 23. Your opinion on the environmental sanitation of marine sports tourist attractions in Weihai.   | +1 | +1 | +1 | 1 |
| 24. You opinion on the development of marine sports tourism resources in Weihai is reasonable.   | +1 | +1 | +1 | 1 |
| 25. Your opinion on the Marine sports program has been designed with biodiversity protection in mind (e.g. avoiding coral reef areas, limiting fishing).                           | +1 | +1 | +1 | 1 |
| 26. Your opinion on the tourist attractions has reduced the damage to the Marine ecological environment in its operation (such as garbage disposal and current limiting measures). | +1 | +1 | +1 | 1 |

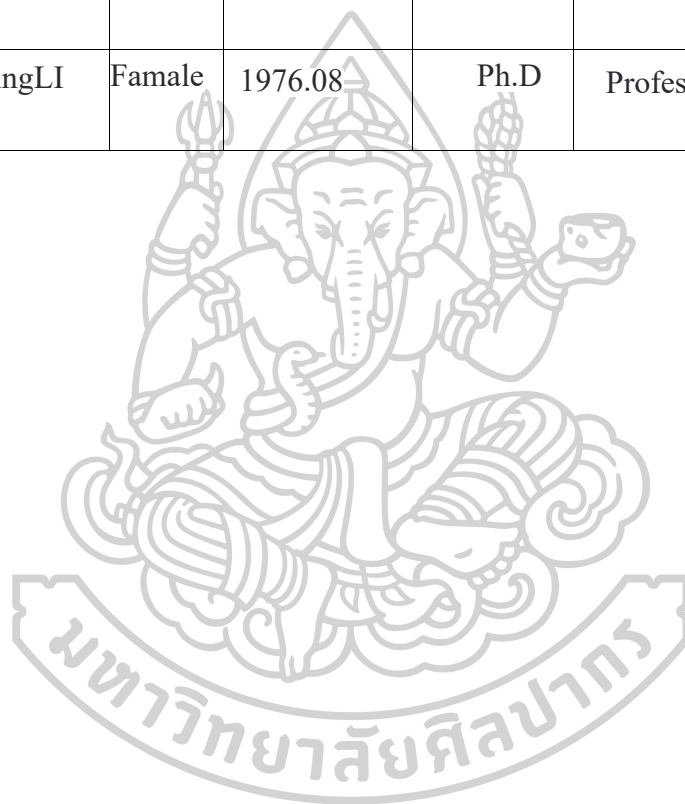
|   |    |    |    |   |
|---|----|----|----|---|
| 27. Your opinion on the pricing of Marine sports tourism projects is transparent and reasonable.  | +1 | +1 | +1 | 1 |
| 28. Your opinion on the tourist attractions pay attention to integrating local Marine cultural characteristics when developing Marine sports projects.                            | +1 | +1 | +1 | 1 |
| 29. Your opinion on the tourist attractions provides differentiated services (such as family packages, professional training camps) to meet the needs of different tourists.      | +1 | +1 | +1 | 1 |
| 30. Your opinion on the transportation connections in the scenic area are convenient (such as shuttle buses, shared bicycles), and it is convenient to reach the activity points. | +1 | +1 | +1 | 1 |
| 31. Your opinion on tourist attractions need to deepen cooperation and promotion with travel agencies and sports associations.  | +1 | +1 | +1 | 1 |
| 32. Your opinion on the introduction of technology (VR experience, intelligent tour) can improve the tourist experience.  | +1 | +1 | +1 | 1 |
| 33. Your opinion on the level of government should strengthen policy support (such as event subsidies, consumption subsidies)   | +1 | +1 | +1 | 1 |
| 34. Your opinion on the publicity work of Weihai marine sports tourism.   | +1 | +1 | +1 | 1 |
| 35. In the future, you willing to visit Weihai again.   | +1 | +1 | +1 | 1 |

### Appendix F Results of IOC of Interview Form

| Contents  | Rating |    |    | IOC |
|---|--------|----|----|-----|
|   | A      | B  | C  |     |
| 1.What are the factors affecting the development of sports tourism in WeiHai City.      | +1     | +1 | +1 | 1   |
| 2.What are the strenths of Weihai 's current marine sports tourism resources ?          | +1     | +1 | +1 | 1   |
| 3.What are the weaknesses of marine sports tourism resources in WeiHai City ?           | +1     | +1 | +1 | 1   |
| 4. What should you do to improve the scenic spot with Marine sports tourism resources ? | +1     | +1 | +1 | 1   |
| 5. How about current policy support the development of Marine sports tourism in Weihai? | +1     | +1 | +1 | 1   |

### Appendix G List of IOC

| No | Name             | Gender | Date of birth | Highest education | Professional title | Work unit                       |
|----|------------------|--------|---------------|-------------------|--------------------|---------------------------------|
| 1  | Mr.Guowe<br>i QU | Male   | 1978.05       | Master            | Professor          | Yantai<br>Nanshan<br>University |
| 2  | Mr.BoJIAO        | Male   | 1980.10       | Ph.D              | Professor          | Yantai<br>Nanshan<br>University |
| 3  | Ms.YingLI        | Famale | 1976.08       | Ph.D              | Professor          | Liaocheng<br>University         |



### Appendix H List of Connoisseurship

| No. | Name            | Work unit  | Professional title                             | Educational qualifications |
|-----|-----------------|--|--|----------------------------|
| 1   | Mr.Feng Juntao  | Department of Culture and Tourism, School of Management, Shandong University         | Professor(Sport Tourism Management Field)      | Doctor                     |
| 2   | Mrs. Mu Lei     | Department of Tourism, School of Economics and Management, Yantai Nanshan University | Associate Professor (Tourism Management Field) | Master                     |
| 3   | Mr. Lu JunChang | School of History, Culture and Tourism, Liaocheng University                         | Associate Professor (Tourism Management Field) | Doctor                     |
| 4   | Ms. Chen XinYu  | Weihai Municipal Government Office   | Deputy Director                                | Master                     |
| 5   | Mr. Liu Kai     | Weihai Huaxia International Travel Agency Co., Ltd.                                  | DeputyDirector                                 | Bachelor                   |
| 6   | Mr.Wang KaiWen  | Weihai China Travel Service Co., Ltd.  | Manager  | Doctor                     |
| 7   | Mr. Liu Yang    | Weihai Sunshine International Travel Agency Co., Ltd.                                | Manager  | Bachelor                   |
| 8   | Mr.Liu Ying Nan | Weihai putao beach scenic spot   | Director                                       | Bachelor                   |
| 9   | Mr. Li Yun Long | Weihai Ninxianghai Scenic Area Management Co., LTD                                   | Guide  | Bachelor                   |

## Appendix I Invitation Letter of IOC



No. 8612/4647

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

September 21, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Feng Juntao, Ph.D.

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in Weihai 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 blue ink, appearing to read "Siriwan V."

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

Faculty of Education, Silpakorn University

No. 8612 / 4646



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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Mu Lei,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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,

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

Faculty of Education, Silpakorn University

No. 8612/4645



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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Lu JunChang, Ph.D.

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in Weihai 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,

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



No. 8612 / 4644

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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Ms.Chen XinYu,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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,

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



No. 6612/4643

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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Liu Kai,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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 blue ink that reads "Sirivan V."

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

Faculty of Education, Silpakorn University



No. 8612/4642

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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Li Yun Long,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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 blue 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. 8612/4641



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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Wang KaiWen,Ph.D.

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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 blue ink that reads "Siriwan V."

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

Faculty of Education, Silpakorn University



No. 8612 / 4640

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

September 16, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Liu Ying Nan,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in WeiHai 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 blue 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 / 4639

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

September 26, 2025

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Mr.Liu Yang,

Mr. Chen CHEN is a graduate student ID 650630042 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Strategy of Marine Sports Tourism Resource management to Promote Tourist Attractions in Weihai 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.

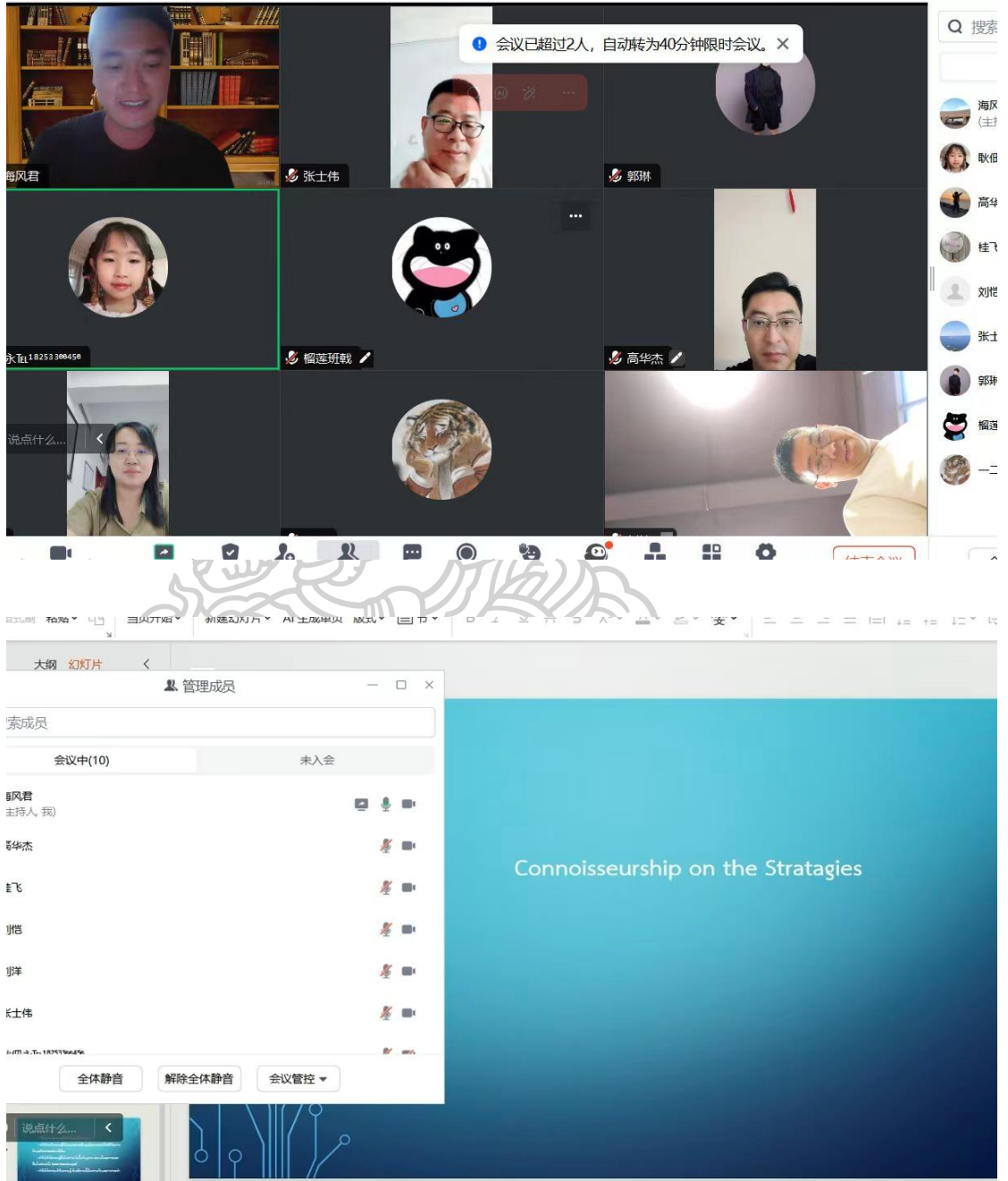
Yours sincerely,

A handwritten signature in blue 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

## Appendix J Photos of Connoisseurship



## Appendix K Interview Transcript

### **Interviewee 1: Manager, Weihai Huaxia International Travel Service Co., Ltd.**

1. What factors currently influence the development of sports tourism in Weihai?

Having worked in tourism for many years, we see that the efficiency of policy implementation significantly impacts business progress. Weihai has long had relevant marine sports tourism development plans, and the direction is sound. However, in practice, delays in subsidy disbursements frequently occur. This creates considerable financial pressure for enterprises during initial investments, affecting the pace of project advancement. Additionally, the shortage of specialized talent remains a persistent challenge. Qualified sports coaches are difficult to recruit, and those who are hired may leave for better compensation elsewhere, making it hard to sustain high-end sports programs. However, this year has seen smoother government-enterprise collaboration, with jointly developed specialty itineraries receiving positive feedback. If policy implementation could accelerate further, business operations would become much smoother.

2. What advantages does Weihai currently possess in marine sports tourism resources?

Weihai's natural conditions rank among the best nationally. With numerous high-quality beaches and favorable marine environments, it's highly suitable for diverse marine sports activities, catering to varied tourist needs. The region boasts a rich heritage of fishing culture. Integrating this cultural legacy with marine sports creates distinctive tourism experiences that prove more appealing than standalone sports offerings. Additionally, transportation is a key advantage. With multiple high-speed rail lines now in operation, travel time to major source markets is significantly reduced. This attracts a large number of weekend and short-trip tourists, which is highly favorable for developing short-term sports tourism products and ensures greater stability in the customer base.

3. What are the shortcomings of Weihai's marine sports tourism resources?

Seasonality is too pronounced. During winter, most marine sports activities become inaccessible, forcing businesses to rely on limited indoor offerings. Revenue plummets while fixed costs persist, creating immense operational pressure. Additionally, severe homogenization exists—many scenic areas develop identical popular marine sports projects without differentiation. This triggers price wars, degrades service quality, diminishes visitor experiences, and tarnishes the industry's reputation.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must first define their unique positioning and create distinctive

products based on their characteristics, avoiding following trends blindly. Only differentiated offerings can attract diverse audiences, ensuring stable customer bases and revenue streams. Extend the industry chain by adding complementary services and merchandise sales around marine sports activities. This approach boosts income while enriching visitor experiences. Safety is paramount. Given inherent risks in marine sports, rigorous daily safety protocols and emergency preparedness are essential. Only by ensuring visitors feel secure can we build positive word-of-mouth and achieve sustainable growth.

5. How does WeiHai City's current policy support marine sports tourism development?

The government now provides substantial subsidies through dedicated funds. Businesses applying for eligible projects can receive subsidies, reducing financial pressure on equipment upgrades and route development while improving service quality. Approval procedures have become significantly simpler. Previously, approvals required visiting multiple departments and consuming considerable time. Now, online platforms handle the process, significantly boosting efficiency and saving substantial time and effort. For brand promotion, the government organizes enterprises to participate in tourism exhibitions nationwide and reimburses a portion of expenses. This greatly assists companies in expanding into external markets and enhancing brand recognition, freeing up more resources and capital for new product development.

**Interviewee 2: Tourism Manager, Weihai China Travel Service Co., Ltd.**

1. What factors currently influence the development of sports tourism in Weihai?

From an operational perspective, shifts in market demand characteristics have a significant impact. In previous years, tourists favored thrilling activities like jet skiing and banana boat rides. Now, more people lean toward eco-friendly sports options such as marine life observation and paddleboard yoga. However, our existing programs haven't kept pace with these shifts, leading to declining sales for some products. Another challenge is the supporting infrastructure. Most restaurants and accommodations near scenic areas are individually owned, resulting in inconsistent service standards. Tourists frequently report issues like overpricing at eateries and poor hygiene in homestays, which negatively impacts the overall travel experience and our reputation. Recently, though, we've partnered with several chain hotels to offer sports + accommodation packages, which has improved the situation.

2. What are the key advantages of Weihai's marine sports tourism resources?

Weihai's ecological environment is its standout feature. The waters around Rongcheng Swan Lake maintain Class II water quality. Snorkeling there in summer allows visitors to encounter small jellyfish and starfish, which they find fascinating. Additionally, its location offers convenient transportation. Traveling from Yantai Penglai Airport to Weihai via the Weihai-Qingdao Expressway takes just one hour. We

primarily host out-of-town tour groups, and the short travel time keeps guests satisfied. Furthermore, the city hosts the government-organized Weihai International Sailing Regatta annually. This event attracts many professional athletes and enthusiasts, as well as numerous spectators. We've launched a spectator package combined with hands-on experiences, which has generated sales and established some foundational brand recognition.

3. What are the shortcomings in Weihai's marine sports tourism resources?

There's a lack of high-end offerings. Business clients seeking yacht parties or deep-sea fishing often find few specialized agencies locally. Options are limited to outdated yachts or unqualified instructors, forcing them to go to Sanya instead. Another issue is brand promotion. We primarily rely on offline stores and referrals from existing customers, but our new media efforts are limited. Content on platforms like Douyin and Xiaohongshu lacks management and has few followers, making it difficult to attract younger tourists. Compared to Qingdao's scenic areas, our online presence is significantly weaker.

4. How should scenic areas with marine sports tourism resources develop?

I believe scenic areas must accelerate talent cultivation. We partnered with Weihai Vocational College to establish a marine sports tourism training base, specifically training guides and instructors. Graduates join the scenic area directly upon completion, solving the talent shortage. Additionally, diversifying year-round offerings is crucial. Last winter, we hosted a Beach Snow Carnival at Weihai International Seawater Bathing Beach, featuring snowmobiles and ice sculpture exhibitions. Though substantial investments, these attracted many local and regional visitors, alleviating winter operational pressures. Another strategy is regional collaboration: we partnered with Liugong Island and Huaxia City Scenic Area to offer combined sea-land-air sports tourism tickets. Visitors can enjoy sailing, island tours, and helicopter rides at affordable prices, with combined ticket sales significantly outpacing individual offerings.

5. How does WeiHai City currently support the development of marine sports tourism?

Talent policies: Our company recruits senior sailing instructors who qualify for Weihai's key industry talent subsidies. They receive 3,000 yuan monthly for three consecutive years, helping retain skilled personnel. Infrastructure investments: The government recently renovated Weihai Port's tourist marina, adding more berths. This makes yacht docking more convenient, and passenger boarding/disembarkation is safer. Market oversight is robust—the Culture and Tourism Bureau regularly inspects sports equipment at scenic areas. Last year's Marine Sports Tourism Service Standards clearly define required lifesaving equipment specifications. Adhering to these regulations has reduced tourist complaints and given us greater peace of mind.

**Interviewee 3: Manager, Weihai Sunshine International Travel Agency Co., Ltd.**

### 1. What factors currently influence the development of sports tourism in Weihai?

The robustness of cooperative mechanisms is crucial. Previously, we partnered with a scenic area to develop a sea fishing program—they provided the venue while we handled recruitment. However, disagreements over revenue sharing halted the project for over three months, resulting in significant losses. Now, with detailed cooperation agreements signed with scenic areas, clearly defining responsibilities and profit-sharing ratios, collaboration has become much smoother. Natural environmental constraints also play a role. Last summer, frequent typhoons forced us to cancel sailing experiences multiple times. Tourists requested refunds and compensation, leaving us not only without profit but also incurring significant losses. However, we now coordinate with meteorological departments in advance for timely warnings, reducing losses. Still, the impact of extreme weather on projects remains impossible to completely avoid.

### 2. What are the current strengths of Weihai's marine sports tourism resources?

Product diversity is Weihai's strong suit. Beyond common offerings like sailing and surfing, we've developed sea kayaking expeditions that take visitors along the coastline to explore uninhabited islands and observe sea-eroded landscapes. These niche activities are highly popular among young people. Moreover, our industry collaboration is well-established—we partner with local sporting goods companies, allowing participants to purchase sports gear at discounted rates. Partnerships with hotels also enable guests to upgrade to ocean-view rooms. This integrated approach encourages visitors to spend more willingly. Coupled with a stable customer base—particularly the large influx of tourists from Northeast and North China each summer—these visitors tend to stay longer, typically 5 to 7 days, demonstrating significant spending potential.

### 3. What are the shortcomings in Weihai's marine sports tourism resources?

Infrastructure has clear deficiencies. For instance, parking lots at some coastal scenic areas in Wendeng District are too small, forcing tour buses to park on the roadside and causing traffic jams. Insufficient restroom facilities force tourists to endure long queues, creating a frustrating experience. Safety management also falls short—last year, a lifeguard at one scenic area abandoned their post, nearly drowning a swimmer. Though no major disaster occurred, such incidents severely damage the industry's reputation. We now rigorously inspect safety facilities at every potential partner site before proceeding with any project.

### 4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must improve infrastructure—expand parking capacity and upgrade restroom facilities. For instance, our partner in Nanhai New District recently built an eco-friendly parking lot with charging stations, greatly enhancing visitor convenience and satisfaction. Brand marketing is also crucial: we invited local influencers to

livestream marine activities, sparking enthusiastic fan engagement. Many viewers signed up immediately after watching the livestream, yielding far better results than traditional advertising. Ecological development must also advance. We implemented “leave-no-trace” sea fishing at the scenic area, requiring visitors to take their trash back after fishing. We also organize volunteers to clean the coastline, protecting the environment while enhancing the scenic area's reputation.

5. How does WeiHai City currently support marine sports tourism development?

Event subsidies are substantial. Last year, we co-hosted the Weihai Sea Kayaking Challenge with the scenic area—a municipal-level event that earned us a 150,000 yuan reward. This covered expenses like referee fees and prize money, saving us a lot. Additionally, low-interest loans are available. Companies looking to purchase more yachts can apply for specialized marine sports tourism loans from banks. These loans offer an annual interest rate 2 percentage points lower than standard loans and feature extended repayment periods, significantly reducing financial pressure. The government also facilitates training opportunities for us to learn new approaches, which greatly benefits our management capabilities.

**Interviewee 4: Manager, Weihai Kanghui International Travel Service Co., Ltd.**

1. What factors currently influence the development of sports tourism in Weihai?

Brand recognition significantly impacts our expansion into out-of-town markets. Many clients ask about marine sports activities in Weihai, but most only know about sailing. Unique offerings like paddleboarding and underwater photography are less well-known, requiring considerable time for us to explain. Safety protocols are another critical issue. Previously, a tourist was injured while riding a jet ski at sea. Because the scenic area hadn't purchased adequate insurance, the compensation dispute dragged on for a long time. Ultimately, our company also had to bear part of the responsibility, resulting in considerable losses. Now, we require partner scenic areas to purchase high-coverage accident insurance for tourists and to provide professional emergency personnel to ensure safety is guaranteed. Overall, however, as the Weihai tourism brand continues to improve, more and more clients are willing to choose our sports tourism products.

2. What are the current advantages of Weihai's marine sports tourism resources?

Weihai excels in integrating historical and cultural elements. Our company's Liu Gong Island Naval Battle Site + Maritime Study Tour program takes visitors to the Sino-Japanese War Memorial Museum before boarding a replica warship for a sea voyage. This immersive experience, allowing participants to feel the atmosphere of ancient warfare, has proven exceptionally popular with schools and educational institutions. Additionally, the city boasts comprehensive infrastructure like the Weihai International Beach, which features dedicated water sports zones complete with changing rooms and showers, making it very convenient for visitors. We also benefit from policy advantages, as Weihai introduced incentives for marine sports tourism

early on. Our company was among the first batch to receive special funding in 2019, giving us a head start and more experience compared to peers in other cities developing similar tourism.

3. What are the shortcomings in Weihai's marine sports tourism resources?

The industry chain remains incomplete. After participating in sports activities, visitors struggle to find distinctive souvenirs—most items are generic trinkets found nationwide, lacking marine sports-themed cultural and creative products. We previously attempted to develop “marine sports-themed postcards,” but sales were poor, primarily due to a lack of design appeal and insufficient attractiveness. Additionally, regional coordination is inadequate. Different scenic areas operate independently without unified tourism routes. For example, after participating in activities at Chengshantou, visitors wishing to go to Naxianghai must arrange their own transportation, which is inconvenient and negatively impacts the overall visitor experience.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must deepen government-enterprise collaboration. We partnered with the Culture and Tourism Bureau to launch the Weihai Marine Sports Tourism Annual Pass. For a fixed fee, visitors gain year-round free access to activities across multiple attractions, boosting both visitor traffic and repeat purchase rates. We also prioritize talent development. We recruited professional paddleboard instructors from Hainan to train our staff, enabling our own instructors to independently lead activities and significantly reducing costs. Additionally, we extended the industry chain by opening marine sports cultural and creative shops within the scenic area, selling T-shirts and hats featuring activity designs. Though initial sales were modest, this gradually builds brand recognition.

5. How does WeiHai City's current policy support marine sports tourism development?

Brand promotion plays a major role. The Culture and Tourism Bureau annually organizes our participation in tourism expos in Shanghai and Guangzhou, while also helping us build online promotion platforms. Last year, promoting our sports tourism products on the “Friendly Shandong” mini-program boosted order volume by 30%. Approval processes have also been streamlined. Previously, securing permits for educational sports programs required running between education, culture, tourism, and sports bureaus. Now, a one-stop service handles everything with a single submission of materials—saving us a lot of hassle. Additionally, the government offers subsidies for eco-friendly projects. Our company received a ¥100,000 subsidy for promoting non-motorized water sports, which we used to purchase eco-friendly kayaks. This aligns with policy goals while attracting ecologically conscious tourists.

**Interviewer 5: Staff Member at Weihai International Seawater Bathing Beach**

1. What factors currently influence the development of sports tourism in Weihai?

I believe visitors' service experience directly impacts whether they'll return. Many tourists come for water activities and ask about nearby transportation and accommodations. Previously, we failed to update this information promptly, leading to several instances where we gave visitors incorrect directions. Understandably, this caused frustration and even complaints. Later, we started verifying daily transportation routes and hotel availability around the scenic area. We also created a service handbook, enabling us to provide immediate answers to visitor inquiries, which significantly reduced complaints. Additionally, cooperation with nearby homestays is crucial. Previously, some homestays would push overpriced activities on visitors, who felt ripped off and blamed the scenic area for their dissatisfaction, damaging our reputation. Fortunately, we later signed service agreements with these homestays, explicitly prohibiting unsolicited sales, which improved the situation.

2. What are the current advantages of Weihai's marine sports tourism resources?

Take our Grape Silver Beach, for example. Its large, gently sloping sandy shore is especially popular with families traveling with children. It's ideal for family-friendly marine sports activities—parents feel at ease, and kids have a blast. Moreover, the surrounding area offers comprehensive amenities—restaurants and accommodations are conveniently nearby, saving visitors time and effort. We also benefit from a cooler summer climate compared to southern regions, attracting many southern tourists seeking respite from the heat while enjoying marine activities. This broadens our visitor base beyond local tourists.

3. What are the shortcomings of Weihai's marine sports tourism resources?

From our customer service perspective, the main issue is insufficient innovation in activities. The water sports currently offered are mostly common types, and visitors lose interest after trying them a few times. We often overhear guests saying they feel there's nothing new, which puts pressure on us. Additionally, some equipment has aged due to prolonged use, leading to poor visitor experiences. However, budget constraints limit the speed of equipment upgrades, so we can only keep using it for now. Winter operations are particularly challenging. Visitor numbers drop significantly during the colder months, forcing our customer service team to operate on a rotating shift basis and resulting in reduced income. We desperately need winter-appropriate activities to boost foot traffic.

4. How should scenic areas with marine sports tourism resources develop?

I believe scenic areas must prioritize understanding visitor perspectives. We routinely collect feedback to adjust services or add attractions based on visitor needs, ensuring greater satisfaction. Equipment upgrades are also crucial. Outdated facilities not only degrade the visitor experience but also pose safety risks. We are actively seeking budget allocations to replace aging equipment and introduce more appealing new attractions. Additionally, staff service capabilities are vital. We regularly conduct training in service etiquette and emergency response. Only when employees deliver

competent service and can handle unexpected situations promptly will visitors feel assured and choose to return.

5. How does WeiHai City's current policy support the development of marine sports tourism?

Government equipment subsidies have been a significant help to the scenic area. Previously, the equipment upgrade subsidies we applied for were used to maintain and replace project equipment, resulting in a noticeable improvement in visitor experience. Moreover, the Culture and Tourism Bureau provides us with service standard guidelines. The customer service manual they issued details how to handle visitor inquiries and complaints. Following these guidelines has significantly reduced visitor complaint rates. For promotion, the government actively helps us market our attractions. During holidays, they highlight our unique offerings to media outlets, increasing our visibility and significantly boosting visitor numbers—especially among local tourists.

**Interviewer 6: Staff Member at Weihai Grape Beach Scenic Area**

1. What factors currently influence the development of sports tourism in Weihai?

In my view, the safety assurance system is an unavoidable key factor in Weihai's current sports tourism development. The waters around Chengshantou are rough and windy. Last year, we had an incident where a tourist dared to swim in the sea without a life jacket. Fortunately, our lifeguards spotted them in time—otherwise, it could have been a major disaster. Now we meticulously inspect lifesaving equipment daily, installed protective barriers along the shore, and posted numerous warning signs. Yet some visitors still disregard these precautions and ignore warnings, making management quite challenging. Additionally, a significant issue is the shortage of specialized personnel. Most staff in our department responsible for coordinating marine activities are career changers who lack systematic training in sports tourism operations. When emergencies arise, they sometimes panic and handle situations poorly. That's why I strongly hope the scenic area can organize more professional training to enhance everyone's capabilities.

2. What are the current advantages of Weihai's marine sports tourism resources?

Chengshantou's geographical location is exceptionally unique—it marks China's easternmost point where land meets sea. Our “sunrise viewing at sea + sailing experience” program allows visitors to witness the first rays of sunlight over the ocean, an experience rare nationwide that attracts many photography enthusiasts annually. Moreover, the surrounding waters boast abundant fishery resources. Our sea fishing and seafood processing program is highly popular—visitors can have the fish they catch prepared fresh at the scenic area restaurant, offering both freshness and affordability. This has consistently earned positive reviews. Additionally, transportation has become increasingly convenient. From downtown Weihai, a dedicated tourist shuttle takes just over an hour to reach the site, making it easily

accessible for out-of-town visitors.

3. What are the shortcomings of Weihai's marine sports tourism resources?

The shortcomings are quite evident. First, the seasonality is very pronounced. In winter, the sea winds at Chengshantou are fierce, with temperatures dropping to around minus ten degrees Celsius, making marine activities impossible. Our operations department can only focus on maintaining scenic area cleanliness and equipment upkeep during winter, resulting in limited work scope and reduced income. Another issue is inadequate promotion. Our scenic area offers a unique marine sunrise viewing experience, but many visitors only know Chengshantou as the “end of the sky” and are unaware of these sports activities. Online promotion relies mainly on the scenic area posting updates on social media, which lacks significant reach. Younger audiences are even less aware.

4. How should scenic areas with marine sports tourism resources develop?

I suggest the following approaches: First, enhance training for frontline staff. We particularly hope to increase safety, first aid, and customer service training to make employees more professional and capable of promptly addressing issues. Second, refine project details. For our sea fishing program, we previously provided only one type of rod. Now, we offer children's rods, professional rods, and bait tailored to different visitor needs, significantly boosting satisfaction. Third, strengthen partnerships with travel agencies. Previously, we collaborated with few agencies and relied mainly on individual travelers. Now, after signing agreements with several agencies that bring tour groups, visitor numbers have increased by 30%.

5. How does WeiHai City's current policy support the development of marine sports tourism?

The government excels in safety oversight. Experts are dispatched annually to inspect the safety of our marine activities and provide complimentary lifesaving equipment—last year alone, we received 20 life jackets and 5 life rings, significantly reducing our operational costs. Additionally, the Culture and Tourism Bureau organizes industry training sessions where we learn from other scenic areas. Last year, we visited Qingdao's Shilaoren Beach and subsequently optimized our project scheduling at Chengshantou, greatly improving operational efficiency. Policy communication is also timely. Whenever new subsidy policies or regulatory requirements emerge, the bureau promptly notifies us via WeChat groups and even provides on-site guidance for applications, ensuring we never miss out on these policy benefits.

**Interviewer 7: Manager of Weihai Naxianghai Scenic Area**

1. What factors currently influence the development of sports tourism in Weihai?

The level of infrastructure development significantly impacts scenic area operations. Previously, Naxianghai's parking lot was insufficient, leading to traffic jams during peak seasons and numerous visitor complaints. After expanding the

parking lot and adding new energy charging stations, the situation improved. Market demand patterns also play a role. With the rise of family tourism, we've developed targeted offerings like family-friendly water parks and beach treasure hunts, which now outperform previous solo-player activities in sales. However, we still face a shortage of specialized talent. Finding instructors skilled in teaching children aquatic sports is challenging, forcing us to conduct in-house training—a time-consuming and labor-intensive process. Fortunately, our current partnership with local vocational schools for targeted talent development will gradually improve this situation.

2. What are the current advantages of Weihai's marine sports tourism resources?

Naxianghai's beach has obvious advantages—fine, soft sand with no reefs. It's perfect for summer activities like beach volleyball and beach soccer. Our annual Beach Sports and Culture Festival attracts tens of thousands of visitors! The ecological environment is also excellent, with surrounding wetlands. After enjoying water activities, visitors can birdwatch or cycle, extending their enjoyment. Industry synergy is well-established—collaborating with nearby hot spring hotels and seafood restaurants to offer sports-plus-leisure packages. Tourists can participate in beach activities, soak in hot springs, and savor seafood, leading to longer stays and higher spending.

3. What are the shortcomings of Weihai's marine sports tourism resources?

Project homogenization is severe. Many scenic areas offer beach activities. When we introduced beach motorcycles, other sites quickly copied us at lower prices, causing significant customer loss. Ecological preservation is also challenging. During peak summer seasons, increased beach litter requires prompt cleanup to prevent environmental pollution. We've had to hire more cleaning staff, driving up costs. Furthermore, the industrial chain is incomplete, with a lack of distinctive cultural and creative shops or sports equipment stores near the scenic areas. Visitors seeking sports souvenirs have nowhere to buy them locally and must travel to the city center, which is inconvenient. High-end services are also lacking; some tourists wish to host private beach parties, but we lack specialized planning teams and facilities, only providing basic venues that cannot meet personalized needs.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must create distinctive offerings. We plan to build a marine sports science center on the beach, using VR to take visitors on deep-sea expeditions and sailing adventures—combining fun with learning to avoid duplication with other destinations. Ecological conservation is crucial. Last year, we launched a beach litter collection reward program where visitors can exchange accumulated trash for activity coupons. This reduces waste while boosting visitor engagement. We're also extending our value chain by collaborating with local cultural and creative companies to develop beach-themed plush toys and keychains. Future plans include opening a cultural and creative store within the scenic area to expand consumer experiences.

5. How does WeiHai City currently support marine sports tourism development?

Government ecological conservation incentives are practical. Our scenic area received a 120,000 yuan subsidy for beach ecological improvement projects—funds used to plant beach-stabilizing vegetation and upgrade eco-friendly restrooms. This enhanced the environment while aligning with policy goals. Regarding infrastructure funding, last year the government upgraded our beach water supply, gas distribution, and drainage systems, solving summer waterlogging issues and significantly improving visitor experience. Regarding brand promotion, the Culture and Tourism Bureau incorporates our Beach Sports and Culture Festival into the city's tourism marketing plans, assisting with publicity across provincial and national media. Last year's festival saw a 25% increase in visitor numbers compared to previous years.

**Interviewee 8: Deputy Director, Weihai Ban Yue Bay Scenic Area Management Committee**

1. What factors currently influence the development of sports tourism in Weihai?

From a scenic area management perspective, the level of resource development is crucial. Half Moon Bay Scenic Area is adjacent to Liugong Island. Previously, it relied primarily on revolutionary tourism, with insufficient development of marine sports resources. Later, we launched projects like island-circling sailing tours and island exploration, extending visitor stays from 2 to 4 hours and significantly increasing revenue. However, there is a shortage of professional talent. Most sailing instructors at the scenic area are part-time, leading to staffing shortages during peak seasons and necessitating limits on project capacity. Cooperation mechanisms also play a role. When partnering with travel agencies, some companies engaged in low-price competition to attract customers, leading to declining service quality. We later established unified cooperation standards to regulate the market order.

2. What are the current advantages of Weihai's marine sports tourism resources?

Liugong Island boasts distinct historical and cultural advantages. We've integrated the cultural legacy of the First Sino-Japanese War with marine sports, launching the Warship Experience program. Visitors can board replicas of Beiyang Fleet warships to participate in activities like sea-based shooting and rowing competitions—a unique offering rarely found nationwide. The island's excellent ecological environment, with high vegetation coverage and pristine surrounding waters, also supports popular summer activities like island cycling tours and sea bird watching, which have received positive feedback. Furthermore, the government has significantly invested in the scenic area's infrastructure. Last year, the pier was renovated, a visitor service center was added, and a direct tourist shuttle to the city center was launched, greatly improving accessibility.

3. What are the shortcomings of Weihai's marine sports tourism resources?

Seasonal dependence is too high. Liu Gong Island experiences strong winds in winter, making marine activities impossible. The scenic area relies solely on red

tourism during this period, resulting in a 70% drop in visitor numbers compared to summer. There's also a scarcity of high-end offerings. Many business travelers wish to host private yacht parties on the island, but the scenic area's marina facilities and service teams can't meet these demands, forcing us to refer them elsewhere. Furthermore, brand awareness is insufficient. Although Liugong Island is well-known, few people are aware of our marine sports activities. Online promotion is inadequate—our Douyin account has only tens of thousands of followers, far behind other popular scenic spots.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must find a unique positioning. We integrated our red cultural heritage to focus on developing military sports tourism, launching activities like sea shooting and tactical drills that attract many military enthusiasts. We also pursue year-round operations. This winter, we plan to launch an “Ice and Snow Military Adventure Park” featuring snow tanks and ice archery to overcome seasonal limitations. Safety management has been enhanced: all lifesaving equipment was upgraded last year, lifeguard staffing increased, and an emergency response mechanism established with nearby hospitals—ensuring visitor safety as the foundation for growth.

5. How does Weihai City's current policy support the development of marine sports tourism?

The government's specialized planning plays a significant guiding role. The Weihai Marine Sports Tourism Development Plan designates Liugong Island as a key development area, providing us with substantial policy support. In terms of infrastructure investment, the government funded the construction of a standard sailing marina two years ago, complete with a ship repair workshop, saving the scenic area considerable costs. Talent policies are also substantial. Coaches recruited from the military qualify for local talent subsidies in Weihai, resolving housing issues and helping retain talent. The government organizes exchanges with other scenic areas for us to learn advanced management practices, which greatly benefits our development.

**Interviewer 9: Staff Member, Industrial Development Division, Weihai Municipal Bureau of Culture and Tourism**

1. What factors currently influence the development of sports tourism in Weihai?

From a government oversight perspective, the industrial coordination mechanism is crucial. Previously, policy alignment among tourism, sports, and marine departments was insufficient. For instance, marine events approved by the sports department might encounter obstacles in marine environmental approvals, leading to slow project progress. We have now established a “multi-departmental joint conference system” for monthly coordination, resolving numerous cross-departmental issues. Market standardization is another factor: some small travel agencies engaged in false advertising and low-price competition, disrupting market order. Last year, we

launched a special campaign, penalizing 5 non-compliant companies, significantly improving the market environment. However, a shortage of specialized talent remains widespread, particularly in high-end event operations and eco-sports planning, requiring further recruitment and training.

2. What are the advantages of Weihai's current marine sports tourism resources?

Weihai possesses integrated strengths: it combines premium coastlines and island resources with historical heritage like the First Sino-Japanese War and fishing culture, enabling the development of composite products blending sports, culture, and ecology—a capability lacking in many cities. Furthermore, its industrial foundation is robust, with over 20 specialized marine sports tourism enterprises citywide and three provincial demonstration bases, forming a relatively complete industrial chain. Its location is also advantageous. As a frontline city in the China-Korea Free Trade Zone, it will attract more visitors from Japan and South Korea to experience marine sports, offering vast market potential.

3. What are the shortcomings in Weihai's marine sports tourism resources?

The industry lacks sophistication, with most offerings centered on traditional sailing and sea fishing. It lacks high-value-added formats like marine theme parks or premium yacht clubs, making it less appealing to high-spending demographics. Regional development is uneven: projects are concentrated in eastern districts like Huancui and Rongcheng, while western areas like Rushan and Wendeng lag behind, failing to fully leverage their resources. Additionally, brand recognition remains insufficient. While events like the Weihai International Sailing Regatta exist, their national visibility lags behind the Qingdao Beer Festival or Sanya International Yacht Show. Establishing iconic brands is essential.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must identify their positioning and integrate their unique resource characteristics into the city's overall industrial planning. Chengshan Head should focus on sports combined with sunrise viewing, while Liugong Island should emphasize sports paired with revolutionary cultural heritage. Development cannot be haphazard; ecological conservation must be prioritized. As a national model city for ecological civilization, Weihai requires scenic area development to comply with marine ecological protection standards. Short-term gains must not come at the expense of environmental destruction. We will provide greater support for eco-friendly projects and strengthen brand development. Scenic areas should participate in citywide tourism promotions like the “Weihai Marine Sports Tourism Season,” leveraging municipal platforms to boost visibility while cultivating their own distinctive symbols.

5. How does Weihai's current policy support marine sports tourism development?

Our policy framework is comprehensive, spanning from the Weihai Marine Sports Tourism Development Plan to dedicated subsidies covering project

development, talent cultivation, and brand promotion. Funding includes an annual 5 million yuan special fund for marine sports tourism allocated to key projects and enterprises. For talent development, marine sports professionals are included in the Weihai Elite Plan, with up to 500,000 yuan in startup subsidies available. For brand promotion, 2 million yuan is allocated annually for advertising on mainstream and new media platforms. We also organize enterprises to participate in major domestic and international tourism exhibitions to help them expand their markets. Smart tourism initiatives are also advancing, helping scenic areas establish online booking systems and visitor flow monitoring to enhance operational efficiency.

**Interviewer 10: Staff Member, Industrial Development Section, Weihai Municipal Bureau of Culture and Tourism**

1. What factors currently influence the development of sports tourism in Weihai?

Market regulation directly impacts the industry's healthy development. Previously, some scenic areas operated marine sports projects without proper licensing, posing safety risks. Last year, we conducted qualification reviews for sports tourism projects, requiring all operators to obtain sports business permits and safety assessment reports to standardize market entry. Emergency response capabilities also play a crucial role. Given the rapid weather changes in Weihai's coastal waters, some scenic areas previously lacked comprehensive contingency plans, leading to tourist strandings during heavy rains. We now require all scenic areas to develop detailed emergency protocols and have organized citywide emergency drills to enhance response capabilities. However, there is room for improvement in industrial chain coordination, as integration among tourism, sports, transportation, and other sectors remains insufficient. Further efforts are needed to establish collaborative channels.

2. What are the current advantages of Weihai's marine sports tourism resources?

Weihai's primary advantage lies in its marine ecological environment. With 98% of the city's nearshore waters meeting high-quality standards, it offers ideal conditions for eco-sports like diving and underwater photography—a quality many coastal cities struggle to match. Infrastructure is also robust: the city boasts 12 standardized tourist piers, 8 large-scale seawater bathing beaches, and over 300 kilometers of coastal walking trails, capable of supporting diverse sports operations. Policy support is comprehensive, Weihai was among the first cities nationwide to introduce specialized marine sports tourism policies, fostering a development model characterized by “government guidance, enterprise leadership, and social participation.” This has cultivated a robust industrial ecosystem.

3. What are the shortcomings in Weihai's marine sports tourism resources?

Seasonal inconsistency is prominent, with winter marine sports revenue accounting for less than 10% of annual income. Most enterprises face survival challenges during winter and require policy support to develop alternative winter activities. Additionally, innovation awareness is lacking, with most businesses still

relying on traditional projects for profit. Exploration of new formats and models, such as sports + educational tours or sports + wellness, is relatively slow. The talent structure is imbalanced, with a surplus of frontline operators but a shortage of planning, marketing, and management professionals, which hinders upgrading efforts.

4. How should scenic areas with marine sports tourism resources develop?

Scenic areas must enhance safety awareness by integrating safety management into project development and operations. This includes regular equipment inspections, staff training, and insurance coverage. We will make compliance with safety standards a primary criterion for eligibility in policy subsidies. Prioritize product innovation by exploring new marine sports + models. Collaborate with educational institutions to develop marine sports study programs, and partner with wellness providers to create offerings like ocean yoga or beach recovery workouts. This expands customer bases while fostering cooperation. Scenic areas should also connect with travel agencies, hotels, and cultural enterprises to deliver integrated dining, recreation, shopping, and entertainment services, thereby enhancing visitor experiences.

5. How does WeiHai City's current policy support the development of marine sports tourism?

We provide support primarily through three channels: First, market regulation via the “Weihai Marine Sports Tourism Service Standards” and “Marine Sports Project Safety Management Measures,” which define service norms and safety requirements. Second, we incentivize innovation by offering up to 300,000 yuan in rewards to enterprises developing new business models. Last year, three companies received awards for their sports-plus-study tour products. Third, we optimize services through our government portal, which features a dedicated green channel for marine sports tourism project approvals. This enables one-stop application and parallel processing, reducing approval time by 60%. We also maintain a policy hotline to promptly address enterprise inquiries and regularly organize peer exchanges for mutual learning and collective advancement.

## Appendix L Details of TOWS Matrix Analysis

### SO Strategie:

S1+O1: Weihai boasts nearly 1,000 kilometers of Class II or higher water quality coastline, featuring pristine beaches and cool summers—core attractions for short-trip travelers seeking to connect with nature. With surging demand for nearby getaways and strong weekend travel intent among Northeast and North China visitors, we propose launching an eco-short-trip experience package: daytime activities include beach strolls and paddleboarding in shallow waters, followed by a starlit picnic on the seaside lawn at dusk. The entire experience highlights the ecological advantages of zero industrial pollution and fresh air, perfectly aligning with the relaxing and therapeutic needs of short-trip travelers. This allows visitors to enjoy a high-quality ecological journey in just 2-3 days.

S1+O2: Premium ecology is Weihai's core strength, and the nation is actively promoting eco-tourism with subsidies for low-pollution projects. Therefore, we propose applying for National Ecological Marine Sports Demonstration Base status. Develop zero-pollution activities like non-motorized sailing, ecological birdwatching, and marine biology expeditions. This strategy leverages policy subsidies to reduce operational costs while building a brand around “pure ecological experiences,” positioning Weihai as the destination for authentic marine ecology.

S1+O3: Different customer segments have distinct ecological needs: Family groups prefer safe ecological interactions, young travelers favor niche ecological adventures, and business travelers seek tranquil ecological relaxation. Therefore, for families: design parent-child eco-classes + shallow-water shell collecting; for youth: offer niche coastal hikes + reef diving observation; for business travelers: create seaside eco-tea breaks + sailboat meditation. Tailor premium ecological resources to meet distinct customer needs.

S1+O4: Leverage smart platforms to visualize ecological advantages: Install real-time water quality monitoring cameras in scenic areas, allowing visitors to check seawater clarity via mini-programs; create an eco-check-in map highlighting prime bird-watching spots, pristine beach zones, and marine life habitats—visitors can scan QR codes for navigation; livestream Weihai's blue coastal vistas on short-video platforms, enabling nationwide audiences to witness ecological strengths firsthand and attract more visitors.

S1+O5: Combine ecological strengths with the Sports + trend to develop new Sports + Eco-Wellness formats: Leverage Weihai's cool summer climate and abundant negative oxygen ions to offer “Beach Yoga + Morning Paddleboard Recovery Training” packages targeting sub-health populations; Collaborate with hospitals to offer “ecological retreat + marine sports” packages, enabling visitors to enhance health through gentle exercise while enjoying nature, creating a unique competitive

edge.

S1+O6: Japanese and Korean tourists strongly seek pristine ecosystems, and Weihai's ecological resources surpass those of some coastal cities in Japan and Korea while offering proximity and convenient border clearance. Therefore, for Japanese and Korean tourists, we offer an Ecological Immersion Tour: board a professional observation vessel to spot spotted seals and black-tailed gulls, engage in zero-waste camping on uninhabited islands, emphasize pollution-free and pristine environments throughout, and provide bilingual ecological guides. This experience will convince Japanese and Korean tourists that Weihai is the premier destination for eco-tourism.

S1+O7: Develop cultural and creative products centered on marine ecology: for example, handcrafted ornaments made from shells and reef stones, stamped with the Weihai Class II Water Quality Certification logo; Launch eco-themed blind boxes containing marine creature plushies and conservation guides; design eco-stamp books where visitors collect seals from different ecological sites to redeem exclusive souvenirs, transforming ecological strengths into portable mementos and extending the consumption chain.

S2+O1: The red culture of the First Sino-Japanese War naval battle and Jiaodong fishing village culture are unique to Weihai. Short-trip tourists seek not only entertainment but also meaningful takeaways and memorable experiences. Therefore, design a Culture + Short-Trip package: a two-day, one-night weekend itinerary. Day one features a visit to the Liu Gong Island Naval Battle Museum followed by an afternoon sailboat experience simulating coastal defense patrols. Day two takes visitors to a fishing village to learn net weaving and seafood sauce making. This allows travelers to immerse in cultural heritage and engage in interactive activities within a short timeframe, offering greater substance than purely leisurely short trips.

S2+O2: Combine culture with ecological conservation by launching a cultural-ecological tourism initiative. Around Liugong Island, offer activities blending revolutionary heritage with ecological restoration. After visiting naval battle sites, tourists participate in coastal cleanup efforts. This approach secures policy subsidies while establishing a unique blend of revolutionary education and ecological responsibility—distinguishing it from other eco-tourism projects.

S2+O3: Tailoring cultural offerings to distinct visitor segments: For students, introduce revolutionary-themed study tours + marine science education; for middle-aged and elderly visitors, design nostalgic fishing village experiences + vintage artifact exhibitions; for younger audiences, create immersive cultural escape rooms (set against the backdrop of the First Sino-Japanese War, staged in coastal locations). This ensures every visitor finds culturally resonant experiences.

S2+O4: Revitalizing culture through smart solutions: Implement AR guided tours on Liugong Island, where visitors scan QR codes to witness reconstructed scenes of the First Sino-Japanese War. Develop a Fisherman Culture mini-program for online

tutorials on net weaving and seafood cooking, followed by hands-on practice at scenic sites. Host live streams featuring fishermen sharing traditional tales to broaden cultural outreach and attract visitors interested in heritage.

S2+O5: Developing New Sports + Culture Formats: Examples include Fisherman Sports + Folklore, upgrading the traditional fisherman's net-pulling competition into a visitor experience where winners receive local seafood rewards; and Red Sports + Educational Tours, designing coastal defense hikes combined with battlefield first-aid simulations. This allows visitors to engage with revolutionary culture through physical activity, creating a distinctive cultural-sports identity.

S2+O6 (China-Korea Pilot Free Trade Zone Development) Japan, South Korea, and Weihai share deep maritime cultural roots. For Japanese and Korean tourists, we offer cross-border cultural heritage tours: - Narrating historical episodes from the First Sino-Japanese War involving Japan and Korea - Showcasing cultural commonalities between Jiaodong fishermen and their Japanese/Korean counterparts Organize Fishery Culture Exchange activities where Japanese and Korean tourists join local fishermen on sea excursions and prepare seafood, attracting international visitors through cultural resonance.

S2+O7: Deeply mine cultural elements for creative products: sailboat models themed around the First Sino-Japanese War, cannonball-shaped keychains; fishing net-woven bracelets and seafood sauce gift boxes tied to fishing culture; additionally launch cultural experience kits containing study guides and craft materials, enabling visitors to create their own cultural products after participating in cultural activities, sustaining the monetization of cultural value.

S3+O1: Positioned at the crossroads of Northeast China, North China, and Japan/Korea with excellent transportation links, Weihai is an ideal short-trip destination. For visitors from neighboring cities, offer a 2-hour travel circle experience package: Beijing and Tianjin travelers take high-speed rail directly, while Qingdao and Yantai visitors drive. The package includes priority access to attractions (advance booking eliminates queues), enabling travelers to maximize their limited time with an efficient, convenient marine sports adventure. S3 + O2: Leveraging its geographic advantage, Weihai collaborates with neighboring cities to establish the Bohai Rim Ecotourism Alliance, seeking cross-regional policy support. This includes launching an ecotourism pass valid across ecological attractions in Weihai, Yantai, and Rizhao. By sharing ecological conservation technologies and subsidy resources, Weihai's eco-projects gain broader appeal through the alliance's influence, attracting more cross-regional visitors.

S3+O3: Design tailored products for different regional customer segments: For Northeast China visitors, launch the Warm Winter Ocean Sports Package (Northeast winters are harsh, while Weihai enjoys relatively mild climates); for North China visitors, create the Weekend Stress-Relief Sports Bundle; for Japan/Korea visitors,

customize Short Cross-Border Experiences (1-2 days, including simplified visa services), leveraging geographical proximity to match regional customer time constraints and needs.

S3+O4: Establish a cross-regional smart tourism platform: Visitors can access real-time transportation updates from their location to Weihai, check scenic area parking availability, and view activity reservation statuses. Launch one-click navigation + QR code entry services to streamline travel for cross-regional visitors. Targeted push notifications about Weihai's marine sports offerings will precisely attract potential customers from surrounding cities.

S3+O5: Leverage geographic advantages to develop new sports-focused cross-border and cross-city tourism formats: Partner with Jeju Island, South Korea, to launch the Weihai + Jeju Dual Coast Sports Journey; collaborate with Qingdao to create an Olympic Sailing Events + Weihai Eco-Sports linked itinerary, enabling travelers to experience two distinct marine sports styles in one trip while amplifying local strengths through regional resources.

S3+O6: Leveraging Free Trade Zone policies to streamline travel for Japanese and Korean visitors: Introduce visa-on-arrival + direct shuttle services, enabling tourists to board dedicated buses to attractions immediately after disembarking flights or ships. Establish multilingual service centers and KRW/JPY payment points at scenic areas, empowering visitors to travel on a whim while maximizing dual advantages of geographical proximity and favorable policies.

S3+O7: Develop cross-border/intercity cultural and creative products: e.g., Weihai-Jeju Island dual-coast commemorative coins; Weihai-Qingdao marine sports collaboration canvas bags. For short-trip tourists, launch portable cultural sets (compact and easy to carry, featuring Weihai-themed trinkets) to transform geographical advantages into differentiated selling points for cultural products, attracting cross-regional purchases.

S4+O1: Leverage policy subsidies to reduce short-trip product pricing: Launch subsidized weekend packages using government venue construction and operational subsidies to offset costs, pricing short-trip packages 20% below market rates to attract price-sensitive travelers. Additionally, secure policy support to establish direct tourist shuttle routes from surrounding cities to scenic areas, solving short-distance transportation challenges.

S4+O2: Leverage dual policy advantages to apply for specialized “Eco + Marine Sports” projects: Secure national and local subsidies for ecotourism and marine sports development funds to develop non-motorized activities and build ecological monitoring facilities. Utilize policy endorsement to obtain “Green Tourism Enterprise” certification, enhancing brand credibility and attracting eco-conscious visitors.

S4+O3: Support niche market product development with policy funds: Establish a Marine Sports Niche Product R&D Fund dedicated to developing exclusive projects

for family, youth, and business clientele; seek policy support to subsidize accessibility projects for special groups (e.g., seniors, persons with disabilities), expanding product coverage to broader demographics. S4 + O4: Leverage policy support to build a high-standard smart tourism system: Utilize government smart tourism funds to establish an integrated platform encompassing online booking, visitor flow monitoring, smart navigation, and emergency alerts; secure policy endorsement for interoperability with neighboring cities' smart platforms to achieve shared visitor resources, synchronized information, and enhanced operational efficiency.

S4+O5: Leverage policy guidance to develop Sports + new business models: Secure government subsidies for winter tourism projects to develop Sports + snow/ice initiatives; apply for Sports + wellness pilot programs, collaborating with hospitals and wellness institutions to create standardized wellness sports products; use policy funds to support market promotion for new business models, rapidly expanding market reach.

S4+O6: Leverage policy support to deepen China-Korea marine sports cooperation: Secure cross-border cooperation funds from the pilot free trade zone to jointly establish a China-Korea marine sports cooperation base with Korean tourism enterprises; apply for policy support to streamline approval processes for cross-border projects, launching initiatives like China-Korea joint events and cross-border sports study tours to expand international markets through policy dividends.

S4+O7: Support the development of cultural and creative industries with policy funds: Establish an Ocean Sports Cultural and Creative Incubation Fund to assist local cultural and creative enterprises in developing distinctive products; seek policy support to establish cultural and creative duty-free zones and exhibition centers within scenic areas, reducing operational costs for cultural and creative products and enhancing their competitiveness, thereby making cultural and creative industries a new revenue growth point.

S5+O1: The thrill and novelty of Weihai's marine sports projects are their core appeal, while short-trip tourists seek high-intensity enjoyment in a limited timeframe. Therefore, design short-trip hit experience packages: curate the most popular activities like sailing, beach buggies, and kayaking, minimize queue times, and enable visitors to experience 3-4 core activities within 2-3 days. This satisfies the demand for efficient fun and retains short-trip visitors through compelling activities.

S5+O2: Integrate attraction appeal with ecological conservation to develop eco-friendly hit activities: examples include non-motorized windsurfing and eco-fishing (using eco-friendly bait with catch-and-release). These preserve excitement while complying with ecological policies. Secure policy subsidies to upgrade these activities, enhancing safety and experience, making "fun and eco-friendly" a key selling point.

S5+O3: Tailor project designs to diverse preferences: For youth, upgrade adrenaline

activities like skydiving + deep-sea diving expeditions; For families, introduce gentle activities like parent-child sailing experiences and beach treasure hunts; for business clients, create social programs such as yacht team-building competitions and high-end fishing salons—ensuring every group finds activities that suit their tastes.

S5+O4: Amplify project appeal through smart solutions: Produce short videos and VR panoramic footage showcasing project experiences, disseminated on platforms like Douyin and Xiaohongshu to give visitors an immersive sense of the thrill; feature real visitor reviews and popularity rankings on smart platforms to help tourists quickly select preferred activities; introduce priority access for online reservations to boost participation rates.

S5+O5: Extend the project value chain to create Project + New Business Models: - Project + Live Streaming: Invite influencers to livestream sailing and diving experiences, attracting their followers. - Project + Educational Tours: Integrate marine knowledge lectures into project experiences. - Project + Competitions: Host beach buggy championships and sailing rallies to convert project appeal into sustained market buzz.

S5+O6: Tailor project designs to Japanese and Korean tourists' entertainment preferences: Introduce Korea's popular ocean yoga, paddleboarding, and beach camping parties while retaining Weihai's signature sailing and sea fishing activities; offer bilingual Chinese-Korean project guidance for seamless participation; collaborate with Korean travel platforms to promote Weihai's hit projects in the Korean market, attracting international visitors.

S5+O7: Develop cultural and creative products inspired by hit activities: Examples include sailboat-shaped keychains, beach buggy-patterned T-shirts, and diving-themed mugs. Launch activity experience gift packs containing participation certificates, customized cultural products, and photo printing services, allowing visitors to take home exclusive mementos after their adventure and extending the value of the experience.

S6+O1: Robust infrastructure (ample parking, convenient transportation, well-equipped rest areas) enhances the experience for day-trip visitors: Optimize shuttle services within the scenic area and increase dedicated bus routes from high-speed rail stations and bus terminals to the attraction. Add charging stations, nursing rooms, and luggage storage facilities in rest areas to make travel more convenient for day-trippers. Leverage infrastructure advantages to address the pain points of transportation hassles and inadequate rest facilities for short trips. S6 + O2: Leverage infrastructure strengths to develop eco-friendly amenities: Construct solar-powered eco-friendly parking lots, eco-toilets, and waste sorting stations within the scenic area—meeting ecological policy requirements while elevating the destination's overall image. Secure policy subsidies to retrofit existing infrastructure with eco-friendly upgrades, establishing “robust and eco-conscious” as the new

hallmark of infrastructure.

S6+O3: Tailor infrastructure to diverse visitor segments: Offer stroller rentals and children's play areas for families; install accessible pathways and seating for seniors; provide premium lounges and meeting spaces for business travelers. This ensures infrastructure meets varied needs, boosting overall satisfaction.

S6+O4: Integrate infrastructure with smart tourism to create intelligent facilities: Install smart parking guidance systems in lots and smart information kiosks in rest areas (displaying event reservations and weather updates); equip sports equipment with smart monitoring devices for real-time status feedback. Merge the robustness of infrastructure with smart technology to boost operational efficiency and visitor experience.

S6+O5: Leverage robust infrastructure to support the development of Sports + new business models: Utilize comprehensive marina facilities to host new ventures like yacht team-building and sailing competitions; build indoor digital experience centers with ample space to support Sports + Technology ventures; connect Sports + cross-city Sports + cross-border projects through convenient transportation networks, making infrastructure the foundation for new business growth.

S6+O6: Enhance international infrastructure adaptation: Add Korean and Japanese translations to scenic area signage and rest area directional signs; establish multilingual service counters and foreign currency exchange points at visitor centers; upgrade payment systems to support direct payments in Korean won and Japanese yen. Improve convenience for Japanese and Korean tourists in transportation, rest, and consumption within scenic areas, attracting international visitors through enhanced infrastructure. S6 + O7: Leverage infrastructure to expand cultural and creative sales channels: Install vending machines and display racks for cultural products near rest areas, waiting zones, and activity experience points.

#### **WO Strategie:**

W1+O1: The core weakness lies in the eastern area's project density versus the western area's underutilized resources, while short-trip tourists demand multi-scenario experiences without detours. Therefore, design an east-west short-trip loop: Link the beach leisure and seafood cuisine of Yintan Beach in western Rushan with the sailing experiences and Liu Gong Island study tours in eastern Rongcheng. Offer 2-3 day loop tours with dedicated shuttle buses, enabling visitors to experience leisure, sports, and culture in one trip. This activates underutilized western resources while meeting the efficient and diverse demands of short-trip tourism.

W1+O2: The ecological resources in western Rushan and Wendeng District remain underutilized, aligning perfectly with eco-tourism policy directives. Therefore, we propose applying for the Western Ecological Marine Sports Development Project to secure policy subsidies for developing a non-motorized water sports base and marine ecological observation zone in the west. This creates a differentiated layout of

Western Ecological Leisure + Eastern Sports Adventure, using policy support to address the shortfall in western development.

W1+O3: Allocate eastern and western resources based on different customer segments: Family groups prefer quiet leisure activities, so arrange family beach camping + shallow sea shell collecting at Yintan Beach in western Rushan; Younger groups favor thrilling adventures, so arrange kayaking expeditions + uninhabited island observation in eastern Rongcheng. For business clients seeking high-end privacy, create cross-region packages combining Western coastal business tea breaks with Eastern yacht team-building activities. Leverage market segmentation to balance resource utilization across regions.

W1+O4: Establish an East-West Smart Linkage Platform: Launch cross-region one-click booking services, enabling tourists to simultaneously reserve Eastern and Western activities while automatically generating optimal itineraries; Leverage big data to analyze visitor preferences and push targeted recommendations for western eco-leisure or eastern sports activities, boosting western resource visibility. Use smart promotion to break down information barriers hindering balanced development between regions.

W1+O5: Develop Sports + New Business Models based on distinct regional strengths: Western Development: Sports + Wellness (beach yoga, eco-morning runs); Eastern Expansion: Sports + Educational Tours (sailing lessons, coastal defense history tours). This creates complementary Western Wellness + Eastern Educational Tour models, filling Western development gaps with new demand while enabling mutually distinctive, cross-regional traffic generation.

W1+O6: Targeted development of western resources for Japanese and Korean tourists: The tranquil environment of Yintan Beach in western Rushan aligns with their ecological leisure preferences. Launch cross-border packages combining western fishing village homestays + seafood cooking experiences + eastern sailing tours. Establish multilingual service points and Japanese/Korean payment facilities in the west to activate underutilized resources through international market opportunities.

W1+O7: Develop East-West Cultural Collaboration: West features eco-themed cultural products (shell ornaments, seafood sauce gift sets), Eastern Region: Sports + Cultural Creative Products (sailboat models, First Sino-Japanese War commemorative medals). Launch cross-regional creative stamp collection activities where visitors can exchange exclusive gifts upon collecting stamps from both regions. Use creative collaborations to drive mutual promotion of eastern and western resources, addressing development imbalances.

W2+O1: Short-trip tourists seek unique memorable experiences, yet Weihai products suffer from severe homogenization. Therefore, create distinctive short-trip experience IPs: e.g., coastal intangible cultural heritage + sports, integrating Jiaodong paper-cutting and fishermen's chants into sailing experiences where visitors learn

chants and create paper-cut souvenirs. Launch Weihai-exclusive programs like sailing around Liugong Island + naval battle history tours, giving short-stay visitors a sense of exclusive experiences to break through homogeneity.

W2+O2: Avoid duplicating sports offerings found in Qingdao or Sanya. Leverage ecological policies to develop environmentally differentiated products: combine marine conservation with sports, such as reef cleaning and eco-friendly sea fishing where catches are released post-fishing with an “Eco-Guardian” certificate. Create zero-waste sailing experiences using eco-friendly equipment throughout, emphasizing “eco-exclusivity” and leveraging policy support to build a unique competitive edge.

W2+O3: Create tailored differentiated offerings for distinct segments: For students, launch marine science + hands-on sailing study tours; for youth, design niche challenge experiences (e.g., reef climbing + ocean paddleboarding); for middle-aged and elderly guests, develop slow-paced marine leisure (e.g., seaside fishing + fisherman's tea gatherings). Achieve product differentiation through market segmentation to address service adaptation gaps.

W2+O4: Enhance Differentiated Communication with Smart Platforms: Produce short videos highlighting product differences between Weihai vs. Qingdao / Sanya, emphasizing Weihai's unique ecological and cultural offerings. Establish a “Customized Tourist Services” portal on the platform, enabling visitors to freely combine activities and request personalized needs (e.g., bilingual guides, themed arrangements). Achieve tailored services for every individual, using smart solutions to address homogenization and service gaps.

W2+O5: Develop differentiated sports + cross-industry new formats: e.g., Sports + Murder Mystery, where visitors complete coastal defense missions during sailing experiences set against the backdrop of the First Sino-Japanese War; Sports + Live Streaming: Invite influencers to guide visitors through niche activities with real-time interaction; Sports + Wellness: Launch paddleboard yoga + marine climate therapy to break traditional homogenized offerings with innovative formats.

W2+O6: Create differentiated cross-border products for Japanese and Korean tourists: Develop fusion packages like Korean-style ocean yoga paddleboarding + Chinese fishing village experience + Japanese-style sea fishing + Sino-Japanese War study tours, tailored to cultural preferences. Offer multilingual custom services (e.g., Korean/Japanese guides, customized meals) to address international market diversity and overcome product/service homogenization.

W2+O7: Develop cultural and creative products centered on differentiated offerings: Examples include script-based murder mystery themed merchandise (replica props, commemorative badges) and niche activity souvenirs (paddleboard-shaped keychains, sea fishing-themed mugs). Launch bundled “experience + merchandise” packages where participating in unique activities grants discounts on exclusive cultural goods, creating mutual reinforcement between differentiated products and creative offerings

to enhance distinctiveness.

W3+O1: Short-distance tourists are concentrated, leading to staffing shortages during peak seasons and a lack of specialized personnel. Leveraging the concentrated nature of short-distance tourism, implement a part-time talent reserve program: Partner with local universities' tourism management and sports programs to recruit part-time coaches and service staff during peak seasons, providing advance specialized training (e.g., activity operations, emergency response). Establish a talent-sharing mechanism to coordinate cross-regional support from professionals at neighboring scenic areas. Use short-distance tourism demand to drive talent reserves and bridge staffing gaps.

W3+O2: Apply for specialized subsidies for ecotourism talent development. Partner with professional institutions to conduct training for eco-marine sports personnel. Training covers ecological conservation knowledge, non-motorized activity operation, and bilingual service skills, cultivating versatile professionals with expertise in ecology, specialized skills, and service. Policy subsidies reduce training costs, establishing a long-term talent development mechanism to address the shortage of specialized personnel.

W3+O3: Targeted training for specialized roles based on customer segments: Develop dedicated family activity coaches (skilled in child communication and parent-child interaction), trend-savvy guides for youth demographics (familiar with niche activities and social media promotion), and premium service specialists for business clients (proficient in corporate hospitality and multilingualism). Leverage customer segmentation to precisely fill talent gaps across domains.

W3+O4: Establish a smart talent management platform: Publish staffing needs and deliver online training (e.g., project operation videos, service etiquette courses) via the platform; introduce AI-powered smart guide systems to replace basic service roles, alleviating staffing pressure; leverage intelligent tools to enhance talent utilization efficiency, compensating for personnel shortages.

W3+O5: Targeted recruitment and training of talent for sports + emerging industries: Introduce wellness sports coaches (specializing in yoga and rehabilitation training), study tour instructors (with marine knowledge and historical interpretation skills), and cross-border tourism planners (familiar with the Japanese and Korean markets); collaborate with professional institutions to conduct training for emerging industry talent, attracting and cultivating professionals through new industry development opportunities to address the shortage of high-end talent.

W3+O6: Leverage cross-border partnerships to recruit and develop international talent: Collaborate with Korean tourism academies and sports organizations for talent exchange programs (e.g., bringing in Korean paddleboard instructors, sending Chinese fishing culture lecturers); implement multilingual talent development initiatives, training Korean/Japanese-speaking service staff for the Japanese and Korean markets to address multilingual shortages through international cooperation.

W3+O7: Introduce and cultivate cross-disciplinary talent in cultural creativity + sports: Recruit cultural designers and product planners to develop distinctive cultural products integrating marine sports and local culture; conduct employee cultural creativity training, engaging frontline service staff in gathering creative ideas for cultural products (e.g., visitor feedback, project features). Use cultural development opportunities to expand talent types and address the weakness of a single-type talent structure.

W4+O1: Short-trip tourists rely heavily on online information, while Weihai's technological applications and promotion remain inadequate. Therefore, establish a smart promotional matrix for short-trip tourism: Push 2-3 day Weihai marine sports guide videos on platforms like Douyin and Xiaohongshu, highlighting convenient transportation and engaging activities; Develop a one-click itinerary planning mini-program for short trips, where tourists input their departure location to automatically generate itineraries and book activities. Use technology-driven promotion to precisely meet short-trip tourism demands.

W4+O2: Leverage ecological policies to amplify environmental advocacy through technological means: Develop an ecological data visualization platform to display real-time data on Weihai's seawater quality, air quality, marine biodiversity, and more for online dissemination; Create VR experiences showcasing ecological conservation, enabling visitors to virtually immerse themselves in Weihai's natural beauty to attract in-person visits. Use technological applications to bridge promotional gaps and maximize the benefits of ecological policies.

W4+O3: Targeted tech-driven outreach for distinct visitor segments: For youth audiences, promote niche activity reviews and viral spot check-ins on Xiaohongshu and Bilibili; for families, share eco-friendly activity recommendations via WeChat Moments and parent groups; for business travelers, offer premium team-building packages and cross-border travel services through LinkedIn and industry communities. Tailor communications to meet segmented needs.

W4+O4: Fully integrate with Weihai's smart tourism platform to address technological gaps: Adopt the platform's smart navigation, online booking, and visitor flow monitoring features; develop the Weihai Marine Sports Digital Experience Center, using VR technology to recreate project experiences and drive online interest to offline consumption; leverage the platform's big data analytics to precisely target potential customers and enhance promotional efficiency.

W4+O5: Empower sports + new business models with technology: Develop an online experience mini-program for new formats, enabling visitors to book VR sailing experiences and online study courses; promote emerging sectors like sports + wellness, sports + health, and scripted murder mystery games through livestreams, inviting influencers for real-time experiences and interactions. Use tech-driven promotion to rapidly break into new markets and overcome promotional delays.

W4+O6: Establish a Cross-Border Technology Promotion and Service Platform: Launch official accounts on platforms like Naver in South Korea and LINE in Japan to distribute multilingual travel guides and project introductions; develop a bilingual Chinese-Korean smart service mini-program supporting visa inquiries, project bookings, and payment settlements. Utilize technology to open international promotion and service channels, addressing gaps in global market outreach.

W4+O7: Empower Cultural and Creative Promotion and Sales with Technology: Develop an online customization platform for cultural and creative products, enabling tourists to design personalized items (e.g., printing their own travel photos). Promote cultural and creative products through live-streaming sales, inviting hosts to explain the cultural background and project stories behind them. Install self-service vending machines and AR experience devices for cultural and creative products in scenic areas, using technology to enhance dissemination and sales efficiency while addressing promotional delays.

W5+O1: Short-trip tourists prioritize experiential quality, yet inadequate environmental management impacts visitor satisfaction. Therefore, launch the Short-Trip Eco-Protection Plan: During peak short-trip seasons with high visitor density, increase beach litter cleanup frequency (every 2 hours) and establish Eco-Supervision Stations to guide visitors toward eco-friendly practices. Introduce Eco-Experience Packages combining volunteer cleanup activities with project experiences, enabling visitors to participate in conservation efforts. Use short-trip demand to drive environmental management upgrades.

W5+O2: Leverage ecological policies to establish a normalized ecological management system: Secure policy subsidies to build marine ecological monitoring stations and waste harmless treatment facilities; formulate the Weihai Marine Sports Ecological Protection Standards, clarifying ecological requirements for project operations (e.g., restricted jet ski zones, eco-friendly equipment maintenance protocols). Use policy support to address gaps in ecological management and create an ecological benchmark.

W5+O3: Tailor ecological management services to distinct customer segments: Provide family groups with eco-friendly kits (reusable children's tableware, waste collection bags) and interactive waste sorting games; offer young adults eco-adventure checkpoints requiring litter cleanup during visits; deliver zero-waste team-building services for business clients ensuring environmentally conscious activities throughout. Segmenting customer needs enhances targeted ecological management.

W5+O4: Establish a Smart Eco-Management Platform: Install smart waste monitoring devices displaying real-time bin overflow status for automated cleanup scheduling. Integrate an eco-reporting portal into the scenic area mini-program, enabling visitors to upload instances of uncivilized behavior. Push eco-protection knowledge and

real-time environmental data via the platform to inform visitors about ecological conditions, enhancing management efficiency through smart solutions.

W5+O5: Develop Sports + Conservation New Business Models: Examples include ecological restoration volunteer tours where visitors participate in beach vegetation planting and marine debris cleanup, earning ecological volunteer certificates and project experience discounts; ecological observation study tours led by professional guides to observe marine life and learn conservation knowledge. These new models transform ecological management into experiential highlights, compensating for management gaps.

W5+O6: Japanese and Korean tourists prioritize ecological conservation. Leverage international market opportunities to enhance ecological management: Introduce advanced Japanese and Korean zero-waste tourism management models, installing sorted waste bins and eco-friendly restrooms in scenic areas; launch China-Korea ecological cooperation experiences where tourists participate in cross-border conservation activities (e.g., joint marine debris cleanup operations). Use international tourists' ecological demands to drive ecological management upgrades while attracting environmentally conscious Japanese and Korean visitors.

W5+O7: Develop eco-themed cultural products to reinforce environmental values: Examples include eco-material gift sets (biodegradable trash bags, seashell pens) and conservation commemorative badges (awarded for participating in environmental activities). Launch a “cultural products + environmentalism” initiative where purchases of eco-themed goods contribute a portion of proceeds to marine conservation, spreading ecological awareness through creative products while addressing gaps in ecological management promotion.

W6+O1: Increased short-haul international visitors (especially from neighboring Japan and South Korea) face inadequate international services. Therefore, for short-haul visitors from Japan and South Korea, introduce a Cross-Border Short-Haul Convenience Service Package: including simplified visa consultation, multilingual airport pickups, and bilingual (Chinese-Korean/Chinese-Japanese) activity guides. Install multilingual signage and foreign currency exchange points at scenic areas, using short-haul cross-border demand to drive international service upgrades and attract neighboring international visitors.

W6+O2: Leverage ecological policies to develop Eco + Cross-Border services for international tourists: Apply for the International Ecotourism Reception Special Subsidy to train multilingual eco-guides and build international-standard eco-friendly facilities; launch International Eco-Experience Packages featuring bilingual ecological interpretation and cross-border conservation exchange activities. Use policy support to address gaps in international service capacity and attract eco-conscious international visitors.

W6+O3: Optimizing services for diverse international clientele: For Japanese and

Korean family groups, offer bilingual parent-child program guidance and child-friendly services (e.g., Japanese-style children's meals, Korean maternity products); for international youth groups, provide multilingual trend guides and cross-border check-in guides; for international business clients, deliver multilingual conference services and premium cross-border team-building packages. Leverage market segmentation to precisely enhance international service alignment. W6 + O4: Establish an International Smart Service Platform: Support multilingual switching (Korean, Japanese, etc.) for program booking, itinerary planning, and online translation; develop cross-border payment systems enabling direct transactions in currencies like Korean won and Japanese yen; leverage smart platforms to supplement human service gaps and enhance international traveler convenience.

W6+O5: Develop Sports + Cross-Border New Business Models for International Visitors: Examples include China-Korea Ocean Sports Friendship Matches (cross-border sailing/paddleboarding competitions) and China-Japan Folk Sports Experiences (traditional fishing village sports + Japanese marine sports cultural exchange). Provide multilingual event staff and cross-border transportation shuttles. Use new business model demand to drive international service capability upgrades while attracting international event participants.

W6+O6: Leverage Free Trade Zone policies to comprehensively upgrade international services: Secure policy support for establishing an International Tourism Service Center offering visa processing, multilingual consultation, and cross-border logistics; collaborate with Japanese and Korean tourism enterprises to co-develop cross-border service standards (e.g., bilingual service protocols, payment compatibility requirements); systematically address gaps through policy dividends.

#### **ST Strategic:**

S1+T1: Extreme weather (typhoons, heavy rain) may halt outdoor activities, but Weihai's premium ecological resources can be transformed into complementary indoor + outdoor experiences. Therefore, during typhoons or other severe weather, consider switching to marine ecology science exhibitions (displaying marine life specimens and ecological monitoring data) and indoor ecological craft workshops (creating handicrafts from shells and reef stones). Simultaneously, maintain outdoor ecological experiences once weather improves. This multi-faceted presentation of ecological advantages mitigates the operational impact of extreme weather.

S1+T2: Qingdao focuses on event-driven tourism while Sanya emphasizes high-end vacations, both facing issues of ecological overdevelopment. Weihai can leverage its pristine ecological advantages to establish a “purely ecological marine sports without overdevelopment” brand: for instance, limiting daily visitor numbers to niche coastlines, preserving the original landscape of reefs and tidal flats, and launching “ecological secret realm exploration” programs. This differentiates it from other cities' commercialized ecological offerings, using scarce ecological advantages to avoid

homogenized competition.

S1+T3: While peer cities engage in price wars with conventional sports offerings, Weihai's ecological advantages cannot be replicated through low-cost competition. Therefore, develop high-value-added projects centered on ecology: such as Eco-Friendly Sea Fishing + Seafood Processing Experience (where catches are cooked on-site by professional chefs to highlight freshness and sustainability), or Marine Life Observation + Research Reports (with professional instructors providing data recording services). Use ecological empowerment to elevate product value and escape the trap of low-price competition.

S1+T4: Some unscrupulous businesses exploit the ecological theme for false advertising, damaging the industry's reputation. Weihai can leverage its authentic, high-quality ecological resources by collaborating with the Culture and Tourism Bureau to launch an ecological certification label. Only projects meeting ecological standards—such as water quality monitoring and waste management—can display this label. Certification results will be publicly disclosed on a smart platform, enabling tourists to quickly identify legitimate offerings. This approach builds market trust through genuine ecological advantages, squeezing out unethical businesses.

S1+T5: During economic downturns, tourists increasingly prioritize value-for-money spending, yet their demand for ecological experiences remains strong. Therefore, introduce affordable eco-experience packages: e.g., ¥100 for an eco-beach walk + shallow-sea shell collecting + ecological commentary. These low-cost eco-activities sustain baseline visitor flow. Simultaneously, retain premium customized eco-tours (e.g., private eco-observation boat rentals) to cater to diverse spending levels. This high-low mix of eco-products offsets demand fluctuations.

S1+T6: Increased visitor numbers may lead to beach litter and seawater pollution, undermining ecological advantages. Therefore, an Ecological Carrying Capacity Monitoring System is established: project availability adjusts based on real-time visitor flow. When capacity is exceeded, outdoor activities are suspended and replaced with indoor ecological experiences. An Ecological Protection Deposit system is introduced—visitors receive a full refund upon departure if no litter is generated—using self-sustaining ecological mechanisms to alleviate environmental pressure.

S2+T1: When extreme weather prevents outdoor activities, activate cultural heritage resources: Host indoor lectures on the First Sino-Japanese War and storytelling sessions on fishing culture, featuring live demonstrations by intangible cultural heritage inheritors of fishing net weaving and Jiaodong paper-cutting. Offer cultural experience kits containing guidebooks and craft materials, allowing visitors to immerse in unique culture during inclement weather and compensating for lost outdoor activities through cultural engagement.

S2+T2: Qingdao and Sanya have relatively weaker cultural resources, while Weihai

can leverage its dual cultural strengths—revolutionary heritage and fishing culture—to create unique cultural + sports IPs. Examples include: Liu Gong Island Maritime Defense Study Tour + Sailing Patrol Simulation (combining the history of the First Sino-Japanese War, allowing visitors to simulate maritime defense missions through sailing experiences), Fishing Chants + Net-Pulling Competition (transforming traditional fishing labor into athletic events). Differentiated, culturally-enriched offerings boost competitiveness.

S2+T3: Low-price competition often centers on purely athletic activities lacking cultural depth. Weihai can elevate value by integrating culture: e.g., Sailing Experience + Sino-Japanese War Narratives (sharing Liu Gong Island battle history during voyages), Kayak exploration + sharing of fishing folk tales (introducing local folklore along the route). This cultural depth makes visitors feel they are getting exceptional value, discouraging them from choosing low-cost, culturally empty alternatives.

S2+T4: Some businesses falsely advertise cultural experiences, such as subpar fisherman's meals or perfunctory historical narration. Weihai can collaborate with the Culture and Tourism Bureau to establish cultural experience standards: requiring fisherman's experiences to include at least two traditional activities, mandating licensed guides for historical narration, and publicly displaying certified businesses in scenic areas. Standardized cultural services will set industry benchmarks, squeeze out non-compliant operators, and safeguard the reputation of cultural experiences.

S2+T5: During low-demand periods, launch affordable cultural-sports packages (e.g., simple fisherman's meal + net weaving + beach soccer) to attract visitors with high-value experiences. Simultaneously develop premium customized services (e.g., private Sino-Japanese War study tours + exclusive sailing trips) for business clients and high-end families, using diverse cultural pricing to respond to demand fluctuations.

S2+T6 (Ecological Pressure): Integrate culture with ecological conservation through cultural-ecological public welfare projects. Examples include: Fisherman's Eco-Classroom (where veteran fishermen share traditional ecological wisdom) and Red Eco-Volunteer Activities (where visitors participate in litter cleanup around Liugong Island to earn cultural commemorative badges). This transforms cultural experiences into vehicles for ecological preservation, simultaneously promoting culture and alleviating environmental pressure to achieve dual value.

S3+T1: Weihai's proximity to Northeast China, North China, Japan, and South Korea allows for short-distance contingency routes during extreme weather. For instance, when typhoons prevent sea travel, collaborate with neighboring cities to offer: - Weihai Cultural Experience + Yantai Penglaige Day Tour - Weihai Indoor Activities + Short Cross-Border Trip to Jeju Island, South Korea Leveraging geographical proximity and transportation convenience, redirect tourists to alternative nearby

destinations to minimize operational downtime losses.

S3+T2: Leverage the 2-hour transportation circle to build core competitiveness in weekend micro-vacations. Target visitors from Beijing, Tianjin, Qingdao, and other nearby cities with Friday-night departure + Sunday-return short-trip packages. These include fast-tracked attraction experiences + unique accommodations, emphasizing convenient transportation and time efficiency. Differentiate from distant destinations like Sanya to attract nearby short-trip travelers.

S3+T3: Leverage geographic advantages to integrate regional resources, launching cross-city high-value packages like Weihai sailing + Yantai wine tasting or Weihai kayaking + Qingdao Olympic Sailing Center tours. These unique cross-city experiences elevate product value beyond single-attraction price wars. Simultaneously, offer multi-city carpool tours for groups, reducing travel costs and enhancing affordability.

S3+T4: Establish a cross-regional regulatory alliance with neighboring cities: share blacklists of non-compliant businesses and publish them on smart platforms; introduce cross-city consumer protection cards, enabling tourists to access unified rights protection services across alliance cities. Leverage geographic linkage to strengthen market oversight, leaving no hiding place for non-compliant businesses and safeguarding the region's tourism reputation.

S3+T5: Design differentiated products tailored to regional consumer spending power: Offer affordable short-distance packages for mass-market travelers from Northeast and North China; create premium cross-border custom tours for high-end travelers from Japan and South Korea. Leverage geographical proximity to flexibly adjust promotional focus—when mass-market demand slows, intensify marketing toward Japan/South Korea's high-end segments to offset fluctuations.

S3+T6: Collaborate with neighboring cities on cross-regional ecological conservation initiatives: Establish joint marine debris cleanup mechanisms and share ecological monitoring data; launch cross-city eco-check-in activities where visitors complete ecological tasks in cities like Weihai, Yantai, and Rizhao to redeem city-wide discount coupons. Leverage geographic linkage to amplify conservation impact and alleviate environmental pressure on individual cities.

S4+T1: Leverage policy support to build extreme weather emergency facilities: Apply for special subsidies to construct indoor digital experience halls and cultural exhibition centers to accommodate visitors during extreme weather events; establish an extreme weather operation subsidy application mechanism to partially offset revenue losses through policy subsidies when projects halt, using policy benefits to mitigate extreme weather impacts.

S4+T2: Leverage the policy advantages of the China-Korea Pilot Free Trade Zone and the Maritime Power Province initiative to apply for designation as a National Marine Sports Tourism Demonstration Zone, securing policy endorsement and funding

support. Develop exclusive projects benefiting from policy dividends, such as cross-border sports study tours and international marine competitions. Utilize uniquely allocated resources to differentiate from cities without such advantages, enhancing brand competitiveness.

S4+T3: Utilize policy subsidies to reduce operational costs and launch affordable, high-quality public benefit products. For instance, offset project costs with venue construction subsidies to maintain reasonable pricing for basic offerings while using policy funds to develop high-value-added projects. This creates a model where basic offerings attract customers and premium offerings generate profits, avoiding vicious low-price competition while meeting diverse consumer demands.

S4+T4: Leverage policy support to establish Weihai Marine Sports Industry Standards: define project operational norms, service quality requirements, and pricing benchmarks, enforced mandatorily by the Culture and Tourism Bureau. Establish a Policy Incentive Fund to subsidize compliant, well-regarded businesses, using policy to guide market order and squeeze out non-compliant operators.

S4+T5: Apply for tourism consumption stimulus subsidies and introduce policy-subsidized discounts during periods of low demand. For example, offer tourists 15%-20% policy subsidies on booked activities to lower consumption barriers. Simultaneously, use policy funds to support marketing campaigns, intensify promotional efforts in surrounding markets, stimulate consumer demand, and offset market volatility impacts.

S4+T6: Leverage eco-tourism policies to apply for ecological conservation funds: allocate resources to build ecological monitoring facilities, waste treatment equipment, and implement ecological restoration projects; introduce policy-supported eco-experience programs like conservation volunteer tours where participants receive subsidized discounts. Use policy incentives to advance ecological protection and alleviate environmental pressures.

S5+T1: Select projects for indoor conversion: e.g., replace sailing instruction with indoor simulators and marine life observation with VR experiences while preserving core appeal. Upon improved weather, prioritize reopening top-performing attractions (e.g., beach ATVs, kayaking) to rapidly attract visitors back with high-appeal offerings and offset extreme weather losses.

S5+T2: Amplify the uniqueness of hit attractions to create exclusive Weihai experiences: e.g., Liu Gong Island Circumnavigation Sailing (the only sailing tour offering close-up views of naval battle ruins) and uninhabited island reef diving (a niche, scarce diving spot). Reinforce the “must-visit Weihai” perception through short videos and influencer check-ins. Differentiate from conventional offerings in other cities by highlighting these uniquely compelling attractions.

S5+T3: Value-added packaging for high-attraction projects: e.g., sailing experience + aerial photography service (complimentary short sailing video), kayaking expedition

+ commemorative badge (custom badge awarded upon challenge completion), enhancing perceived project value. Simultaneously launch combo tickets for popular projects, bundling high-attraction offerings with reasonable discounts to avoid low-price competition on individual items.

S5+T4: Implement certification management for high-attraction projects: Only operators with professional instructors, safety equipment, and compliant venues may operate. Publicize instructor qualifications, safety records, and visitor reviews on the smart platform to empower informed choices. Establish industry benchmarks through compliant operations of high-attraction projects, compelling non-compliant operators to upgrade.

S5+T5: Adjust activity portfolios based on demand fluctuations: During peak demand, prioritize premium hit activities (e.g., private yacht charters). During slack periods, offer budget-friendly versions of hit activities (e.g., shortened sailing experiences at reduced prices) while bundling them with low-cost basic activities. Flexible pricing for high-demand activities adapts to varying market conditions.

S5+T6: Implement eco-friendly upgrades for high-attraction offerings: e.g., switching beach buggies to electric models and using eco-friendly fuels for sailboats to reduce environmental impact; capping daily capacity for popular activities to prevent ecological damage from overcrowding. These eco-conscious enhancements maintain visitor appeal while alleviating environmental strain.

S6+T1: Leverage robust infrastructure for emergency shelters and experiential zones: Install temporary rain shelters at visitor centers and parking lots equipped with emergency power and water supply systems. Enhance indoor rest areas with cultural exhibits and creative merchandise sales, enabling visitors to enjoy comfortable resting environments and additional services while waiting for weather improvement. Reduce visitor attrition through comprehensive facilities.

S6+T2: Highlight Differentiated Infrastructure Advantages: Build nationally leading non-motorized water sports marinas (with ample berths and advanced facilities) and smart parking lots (featuring intelligent parking guidance and quick payment systems). Emphasize in promotions that Weihai offers more convenient and safer facilities. For business clients, upgrade premium lounges and meeting spaces to attract high-value visitors with robust, high-end amenities, creating differentiation from other cities.

S6+T3: Leverage robust infrastructure to develop high-value-added ancillary services: Establish seafood processing centers at marinas (where visitors can prepare their catch), and provide complimentary tea service, charging stations, and luggage storage in rest areas. These value-added offerings enhance visitor experiences, convincing tourists that while projects may be similar, Weihai's facilities and services are superior—encouraging them to pay for added value and moving beyond low-price competition.

S6+T4: Leverage standardized infrastructure to establish a service quality traceability

system: Install surveillance equipment at project sites and rest areas to document service processes; publicly display facility maintenance records and safety inspection reports on smart platforms, allowing tourists to directly observe compliance operations. Build market trust through standardized infrastructure and traceable services, squeezing out non-compliant operators.

S6+T5: Adjust infrastructure utilization based on demand: During peak periods, open all berths and add service windows to boost capacity; during off-peak periods, close non-core facilities (e.g., idle piers) to reduce operational costs. Simultaneously, offer facility experience packages—such as free smart parking + project discounts—to attract visitors with amenity benefits and offset demand fluctuations.

S6+T6: Implement ecological upgrades to infrastructure: Use permeable paving for parking lots, solar lighting for rest areas, and water-saving fixtures in restrooms; install rainwater harvesting systems for site irrigation and equipment cleaning to reduce water waste; leverage robust ecological infrastructure to minimize operational environmental impact and alleviate ecological pressure.

S7+T1: Enhance all-weather adaptability of activity formats: During extreme weather, prioritize indoor activities (e.g., marine knowledge contests, cultural crafts workshops); swiftly transition to outdoor activities (e.g., beach camping, maritime competitions) when conditions improve. Simultaneously design flexible weather packages allowing visitors to freely switch activity types based on conditions, mitigating weather risks through diverse offerings.

S7+T2: Highlighting activity differentiation and richness: Beyond standard sports, introduce traditional fishing village games (e.g., net-pulling contests, sea tug-of-war) and cross-industry fusion events (e.g., beach music festivals + sailing experiences) to establish Weihai's reputation as the destination with the most diverse activities. Tailor exclusive activity bundles for distinct demographics: family-friendly packages like beach games + parent-child sailing for families; niche adventure + stargazing camping for youth. Attract diverse visitors through rich offerings.

S7+T3: Generate high value-added through niche specialty activities: unique, hard-to-replicate experiences like deserted island survival challenges or marine biology expedition camping command premium pricing. Simultaneously offer activity bundles combining niche experiences with standard offerings, leveraging niche activities' premium value to boost overall revenue while avoiding low-price competition on standard items.

S7+T4: Implement categorized oversight for diverse activity formats: Establish clear safety standards and qualification requirements for different activities (e.g., high-risk activities like diving require professional instructors and rescue equipment). Publicize compliance information for all activities on smart platforms, enabling visitors to clearly understand activity safety levels. Build industry reputation through standardized diverse activities, squeezing out non-compliant operators.

S7+T5: Adjust activity combinations based on demand fluctuations: During peak demand, prioritize premium specialty activities (e.g., private yacht parties); during slumps, offer affordable mass-market activities (e.g., beach fun games, free fishing village experiences). Flexible pricing and combinations for diverse activities cater to different consumer tiers, offsetting market volatility.

S7+T6: Design eco-friendly activities such as ecological hikes with litter collection and marine life observation check-ins, integrating events with ecological conservation; limit the frequency of high-pollution, high-consumption activities (e.g., jet ski races), prioritizing non-motorized, low-impact alternatives; offer diverse eco-friendly activities that satisfy visitor experiences while alleviating environmental pressure.

S8+T1: Extreme weather poses safety risks like equipment failure and visitor stranding, making Weihai's robust safety system crucial. Consider implementing a three-tier emergency response mechanism: - Coordinate in real-time with meteorological authorities, issuing warnings 4 hours in advance to suspend high-risk outdoor activities; Maintain 24/7 rescue teams equipped with inflatable boats, emergency tents, and medical supplies to provide shelter and provisions for stranded visitors; After weather improvement, conduct comprehensive safety inspections of equipment before resuming operations, minimizing risks and visitor losses through robust safeguards.

S8+T2: Some projects in cities like Qingdao and Sanya exhibit non-compliant safety practices (e.g., unlicensed instructors, missing emergency equipment), highlighting Weihai's competitive advantage. Consider reinforcing dual safety + experience branding: Highlight safety features in promotions, such as 100% certified instructors, dedicated first-aid personnel per activity, and daily equipment inspections. Launch safety-enhanced experience packages—e.g., sailboat tours including safety training and emergency drills—so visitors tangibly appreciate Weihai's safety advantages while enjoying thrills. Build a reputation for reliability to attract safety-conscious demographics (families, seniors), differentiating from comparable cities.

S8+T3: Low-price competition often compromises safety (e.g., reducing instructor ratios, using outdated equipment), whereas Weihai's safety guarantees represent a core value unmatched by budget offerings. Consider developing safety-enhanced services: For standard activities, provide complimentary safety insurance and professional protective gear (e.g., life jackets, helmets) with instructors accompanying participants throughout. For premium activities, assign dedicated rescue personnel and implement customized safety protocols (e.g., private yacht team-building with onboard physicians). This positions Weihai's offerings as higher value despite non-discounted pricing—prioritizing safety assurance over pure cost competition, thereby justifying premium pricing through safety-driven value.

S8+T4: Some non-compliant operators falsely advertise safety standards, disrupting market integrity. Weihai can leverage its robust safety infrastructure to collaborate

with the Culture and Tourism Bureau in launching a safety certification system. This system will establish tiered standards based on instructor qualifications, equipment specifications, and emergency response capabilities. Certified businesses will receive safety accreditation badges, with detailed certification information (e.g., instructor license numbers, equipment inspection reports) publicly displayed on the smart platform. Non-compliant operators will face strict removal. By establishing standardized safety guarantees, the initiative builds market trust, squeezes out non-compliant businesses, and safeguards the industry's reputation.

S8+T5: When consumer demand is sluggish, travelers prioritize value for money and peace of mind, making safety assurances a key decision factor. Consider launching affordable safety packages: Maintain safety standards while optimizing operational costs by offering basic safety experiences (e.g., shallow-water paddleboarding + safety training) at accessible prices to attract mass-market customers. Simultaneously retain customized safety services (e.g., dedicated safety teams, personalized protection plans) for high-end clients. Tailor safety levels to meet diverse consumer segments, mitigating revenue pressure from fluctuating demand.

S8+T6: Deteriorating ecological conditions (e.g., seawater pollution, unstable reefs) may create new safety risks (e.g., visitor skin allergies, slip injuries), while safety systems can integrate with ecological conservation efforts. Consider establishing an eco-safety linkage mechanism: Conduct regular monitoring of the project area's ecological environment (e.g., water quality, reef stability). If safety hazards are identified (e.g., substandard water quality potentially causing skin issues), immediately suspend related activities and issue warnings. Set up safety barriers and warning signs in ecological restoration zones to prevent visitors from entering hazardous areas. Use the safety assurance system to mitigate indirect safety risks from ecological changes while guiding visitors toward responsible tourism practices that support ecological conservation.

#### **WT Strategie:**

W1+T1: Western resources lie idle while eastern projects concentrate, making eastern operations vulnerable to extreme weather shutdowns with no alternative venues. Consider activating an East-West emergency linkage mechanism: During extreme weather, redirect stranded eastern visitors to western indoor venues (e.g., Fisherman's Culture Experience Hall, Eco-Science Center) for cultural experiences and craft activities; Utilize idle western venues to establish extreme weather backup experience zones equipped with indoor VR marine sports facilities, compensating for losses from suspended eastern outdoor activities while activating western resources.

W1+T2: Uneven resource development prevents Weihai from establishing citywide distinctiveness, hindering its ability to compete against Qingdao and Sanya's comprehensive tourism offerings. Consider implementing differentiated positioning for east and west: Focus the east on high-end sports + educational tours (e.g., sailing

competitions, Liugong Island study tours), while the west emphasizes eco-leisure + wellness (e.g., beach yoga, fishing village homestays), creating a complementary dynamic-tranquil layout. Jointly launch a citywide pass allowing visitors to experience both styles in one trip, integrating scattered resources through differentiated planning to enhance overall competitiveness.

W1+T3: Homogeneous eastern offerings risk triggering price wars, while western resources remain underutilized without differentiated products. Strategy for Western Niche Products: Leverage pristine western beaches to develop niche eco-activities (e.g., non-powered windsurfing, tidal flat foraging). These scarce and difficult-to-replicate eastern offerings avoid price competition. Use eastern attractions for traffic generation while western experiences provide value-added upgrades, creating bundled packages of foundational experiences + specialty enhancements to increase overall average revenue per customer.

W1+T4: Idle resources in the west foster unlicensed attractions (e.g., unregulated beach facilities), while concentrated eastern projects risk non-compliant operations—both exacerbating market chaos. Consider establishing a unified eastern-western regulatory framework: Implement joint cultural tourism bureau oversight for standardized licensing and price transparency across regions; establish western monitoring hubs to combat unlicensed operations; enforce standardized regulations to cover the entire market, closing oversight gaps caused by uneven resource distribution.

W1+T5: During periods of low demand, homogeneous projects in the east face weak competitiveness, while idle resources in the west fail to generate revenue—this dual pressure intensifies operational challenges. Consider flexible resource allocation: When demand is strong, concentrate efforts on operating core projects in the east; During low-demand periods, scale back select eastern projects and redirect personnel/funds to low-cost western initiatives (e.g., simple seafood meals, eco-hiking). Use these low-operational-cost western projects to sustain baseline visitor flow and mitigate demand fluctuations.

W1+T6: Concentrated eastern projects overload ecological capacity, while idle western resources risk environmental neglect (e.g., trash accumulation). This dual issue intensifies ecological strain. Consider integrated east-west ecological governance: Implement visitor caps and ecological restoration in the east (e.g., daily limits on sailing activities, periodic beach maintenance), while launching ecological revitalization projects in the west (e.g., beach litter cleanup, vegetation planting). Introduce region-wide eco-check-in activities where visitor participation in east-west conservation efforts earns project discounts. This integrates resources through ecological management while alleviating environmental pressure.

W2+T1: Homogeneous products are predominantly outdoor activities with no alternatives during extreme weather and lack differentiated services to retain visitors.

Consider indoor differentiated offerings: Develop marine culture + handicraft indoor projects (e.g., sailboat model assembly, fisherman paper-cutting). These products offer strong differentiation and weather resilience. Provide customized services for stranded visitors (e.g., exclusive cultural tours, photo printing) to compensate for weather-related losses through unique experiences.

W2+T2: Homogeneous offerings are easily replaced by similar attractions in Qingdao or Sanya, and lack of differentiated services prevents creating memorable experiences. Explore cultural differentiation: Deeply integrate the Sino-Japanese War at Sea and fishing culture into existing programs (e.g., naval-themed sailing experiences paired with traditional fishing chants during net hauling). Launch family-oriented marine workshops for parents and children, and niche adventure check-ins for younger audiences. Use culture + audience segmentation to create unique experiences and break free from homogeneous competition.

W2+T3: Homogeneous products themselves are prone to falling into price wars, while undifferentiated services cannot support premium pricing, creating a vicious cycle. Consider service value-added solutions: Incorporate complimentary premium services into standard offerings (e.g., sailboat experiences with aerial video footage, deep-sea fishing with seafood processing); introduce service upgrade packages (e.g., bilingual guides, personalized itineraries). Differentiated services enhance product value, encouraging visitors to pay for premium experiences and break free from low-price competition.

W2+T5: Homogeneous products are prone to substandard practices (e.g., shortening experience duration, lowering equipment standards), while undifferentiated services make it difficult for tourists to identify legitimate businesses. Consider standardized services + visual oversight: Establish the Marine Sports Service Standards to clarify project duration, equipment specifications, and service procedures; publicly display merchant service evaluations and equipment inspection reports on the smart platform, enabling tourists to clearly distinguish legitimate businesses; build trust through standardized services, squeezing out non-compliant businesses.

W2+T5: During low-demand periods, homogeneous products lack competitiveness and face elimination, while undifferentiated services fail to retain visitors. Consider flexible product bundles: During peak demand, prioritize premium service packages; during slumps, offer affordable basic packages + optional add-ons (e.g., basic sailing experience + paid aerial photography). Maintain foot traffic with cost-effective basics while boosting revenue through value-added services. Simultaneously pivot product strategies swiftly—e.g., develop niche experiences priced at ¥99 to address low-cost demand fluctuations.

W2+T6: Homogeneous offerings often involve high-consumption activities (e.g., jet skis), intensifying ecological strain. Undifferentiated eco-services fail to meet visitors' environmental expectations. Consider ecological product transformations: convert

high-consumption activities to eco-friendly alternatives (e.g., electric jet skis, non-motorized windsurfing); Introduce eco-experience packages (e.g., activity participation + volunteer litter cleanup), using ecological upgrades to reduce environmental pressure while attracting eco-conscious visitors with differentiated services.

W3+T1: Extreme weather frequently triggers emergencies, yet shortages of specialized personnel lead to inadequate rescue and crowd management capabilities, amplifying risks. Consider an emergency talent reserve plan: Partner with local fire and medical departments to train scenic area staff in basic first aid and emergency crowd control skills; Hire part-time professional rescuers to be stationed during peak seasons and extreme weather; use part-time staffing + training to bridge talent gaps, enhance emergency response capabilities, and mitigate extreme weather risks.

W3+T2: Insufficient professional talent weakens service quality and project innovation, making it difficult to compete with talent advantages in Qingdao and Sanya. Consider targeted talent recruitment + industry-academia collaboration: Apply for government recruitment subsidies to specifically recruit for shortage positions (e.g., international coaches, planning talent); Partner with sports universities and tourism programs to establish talent development bases, delivering hands-on professionals (e.g., coaches, service staff). Use dual pathways of recruitment and cultivation to fill gaps, elevate service and innovation capabilities, and strengthen competitiveness.

W3+T3: Insufficient professional talent prevents development of high-value-added projects, forcing reliance on homogeneous products for low-price competition. Consider asset-light innovation + external partnerships: Collaborate with specialized agencies to introduce established niche programs (e.g., paddleboard yoga, marine expeditions), with partners providing expert instructors and technical support. Scenic areas focus on service and marketing, leveraging external expertise to develop high-value-added offerings. This approach breaks free from low-price competition while reducing costs associated with in-house talent development.

W3+T4: Insufficient professional talent often leads to non-standardized operations (e.g., unlicensed instructors, unprofessional equipment inspections), increasing the risk of regulatory penalties and damaging reputation. Consider implementing standardized procedures + third-party certification: Develop unified project operation manuals and service workflows; conduct mandatory training and certification for existing staff; invite third-party institutions to certify staff qualifications and publicly display certification results at the scenic area; use standardization and certification to compensate for talent deficiencies and mitigate compliance risks.

W3+T5: During low-demand periods, high labor costs for specialized staff become burdensome, while insufficient staffing hinders rapid product adjustments to meet demand. Consider flexible staffing mechanisms: hire part-time professionals at

premium rates during peak seasons, and establish flexible employment agreements (e.g., project collaborations, short-term on-site assignments) during off-peak periods. Rapidly adapt offerings to varying demands—e.g., introduce self-service activities (like tandem pedal boats) requiring no professional instructors during slow periods. Use flexible staffing and product adjustments to manage demand fluctuations.

W3+T6: Insufficient specialized staff leads to inadequate ecological conservation knowledge, hindering proper visitor guidance and exacerbating environmental pressure. Consider ecological training + simplified guidance mechanisms: Provide foundational conservation training (e.g., marine life protection, waste sorting) for all staff; install simple guidance signage at activity points (e.g., “No Treading on Coral,” “Trash Disposal Point”); assign eco-guides (staffed by regular employees). Use training + simple mechanisms to bridge the gap in professional ecological expertise and alleviate environmental pressure.

W4+T1: Lagging technology prevents accurate early warnings for extreme weather, while delayed communication hinders timely travel adjustments for visitors. Consideration: Simple smart alerts + multi-channel communication: Integrate with government weather warning platforms to push real-time updates via scenic area mini-programs and official accounts; collaborate with local media and tourism communities to establish emergency communication channels for swift dissemination of closure notices and alternative activity information during extreme weather; leverage simple tech + diverse channels to address shortcomings, reducing visitor complaints and losses.

W4+T2: Lagging technology adoption and communication prevent potential visitors from recognizing Weihai's advantages, making it difficult to compete against Qingdao and Sanya's digital marketing efforts. Consider lightweight technology + targeted communication: Develop a simplified smart guide mini-program (supporting activity bookings and route queries) without significant investment; focus on audiences in surrounding cities by promoting niche Weihai experiences through short videos on Douyin and Xiaohongshu, highlighting ecological and cultural strengths; Leverage lightweight tech + targeted promotion to cost-effectively boost visibility, attract target audiences, and compete against peer cities.

W4+T3: Insufficient tech adoption hinders innovative product development, while outdated promotion struggles to differentiate existing offerings, risking price wars. Consider small tech upgrades + content marketing: Implement simple technological enhancements to existing offerings (e.g., smart audio guides for sailing, fish finders for sea fishing). Produce videos showcasing these upgraded experiences, promoting Weihai's black tech innovations on short-video platforms. Use low-cost upgrades and content marketing to boost product appeal and break free from low-price competition.

W4+T4: Lagging technology adoption prevents operational data-driven oversight, while delayed publicity makes it hard for visitors to identify legitimate businesses,

creating opportunities for non-compliant operators. Consider implementing simplified data tracking + transparent publicity: Record project operational data (e.g., equipment inspections, instructor staffing) in spreadsheets and regularly publish updates on official accounts; create a guide to certified businesses, listing their credentials, addresses, and contact details, and distribute it at scenic area entrances and online platforms. Build trust through simplified data-driven transparency to squeeze out non-compliant operators.

W4+T5: Lagging technology prevents precise analysis of demand shifts, while delayed promotion hinders rapid market response, missing adjustment windows. Consider foundational data collection + flexible promotion: Use mini-programs and surveys to gather visitor preference data (e.g., preferred activities, spending capacity), analyzing trends periodically; collaborate with local travel agencies and communities to push discounted packages during low-demand periods and promote premium offerings during peak times; leverage foundational data + flexible promotion to swiftly respond to demand shifts and mitigate market volatility.

W4+T6: Lagging technology prevents monitoring ecological changes, while delayed promotion hinders spreading conservation awareness. Consideration: Simple Ecological Monitoring + Public Awareness Campaigns: Install basic water quality monitoring devices and waste collection points in core areas, regularly record and publish data; produce short ecological conservation videos (e.g., Weihai Marine Life Protection Diary) for online promotion, inviting visitors to participate in ecological volunteer activities; use simple monitoring and public awareness campaigns to address technological and promotional gaps, alleviating ecological pressure.

W5+T1: Absent ecological management leads to severe beach litter accumulation and facility damage after extreme weather, exacerbating operational chaos. Consider emergency cleanup + basic maintenance mechanisms: Organize staff and volunteers for concentrated beach litter removal after extreme weather; collaborate with local businesses to establish emergency facility maintenance teams for rapid repairs; use emergency protocols + multi-party coordination to compensate for routine management gaps and reduce post-extreme-weather recovery costs.

W5+T2: Weihai's ecological environment is its core advantage, yet management gaps erode this strength, making it difficult to compete with Qingdao and Sanya's ecological branding. Consider foundational ecological governance + word-of-mouth promotion: Establish simple daily standards for trash removal and equipment maintenance, assigning dedicated personnel for implementation; encourage visitors to photograph Weihai's ecological beauty and share it on social media, offering small gifts as rewards from scenic areas; use foundational governance + word-of-mouth dissemination to compensate for management shortcomings, rebuild ecological advantages, and enhance competitiveness.

W5+T3: The absence of ecological management results in products lacking ecological

added value, forcing them into low-price competition and unable to support premium pricing. Consider small ecological experience upgrades + differentiated promotion: Incorporate simple ecological elements into standard activities (e.g., releasing fish after sea fishing, picking up trash after experiences); emphasize eco-friendly project labels in marketing to differentiate from homogeneous offerings in other cities; use low-cost ecological upgrades to enhance product value and escape low-price competition.

W5+T4: Absent ecological management fosters environmentally destructive violations (e.g., jet ski operations discharging pollutants illegally), exacerbating market chaos. Consider ecological red lines + joint oversight: Establish clear ecological protection boundaries (e.g., prohibiting activities in coral zones, restricting waste discharge); collaborate with cultural tourism bureaus and environmental agencies to conduct regular ecological inspections and crack down on illegal operations; Standardize the market through clear boundaries and joint oversight to prevent disorder caused by management gaps.

W5+T5: During low-demand periods, visitors prioritize experience quality—poor ecological conditions further diminish appeal. During peak demand, heightened ecological pressure compromises visitor experiences. Consider adaptive ecological management: During peak demand, implement visitor caps and increase waste collection frequency; during low demand, conduct ecological restoration activities (e.g., beach vegetation planting) while offering eco-restoration experience packages to attract environmentally conscious tourists. Balance ecological pressures and visitor needs through adaptive management to respond to market fluctuations.

W5+T6: The combination of inadequate ecological management and external ecological pressures can easily lead to environmental deterioration, creating a vicious cycle. Consider foundational ecological protection + visitor participation: Install ecological protection facilities (e.g., breakwaters, trash interception nets) in core areas; introduce an ecological conservation points system where visitors can earn discounts by participating in trash cleanup and ecological awareness campaigns. Use foundational protection + public participation to compensate for management gaps, alleviate external ecological pressures, and foster a virtuous cycle.

W6+T1: Weak international service capabilities hinder effective communication with stranded foreign tourists, heightening complaint risks. Consider implementing simplified multilingual services + emergency contacts: Create multilingual emergency cards (including weather alerts, alternative activities, and emergency numbers); station part-time multilingual volunteers (recruited from local universities) at visitor centers during extreme weather; use simple tools + part-time staff to address service gaps and reduce foreign tourist complaints.

W6+T2: Weak international service capabilities hinder Weihai's ability to attract international visitors, making it difficult to compete with the international service

advantages of Qingdao and Sanya. Focus on niche international markets + distinctive services: Target neighboring Japan/Korea markets with simplified bilingual (Chinese-Korean/Chinese-Japanese) services (e.g., bilingual activity guides, payment adaptations); highlight fishing village culture + cross-border experiences (e.g., inviting Japanese/Korean tourists to participate in traditional fishing village activities). Use specialized services to compensate for generic service gaps and attract niche international visitors.

W6+T3: Weak international service capabilities prevent the development of high-end international products, forcing participation in low-price competition with homogeneous offerings and making it difficult to attract high-value international visitors. Consider niche cross-border packages + basic international services: For Japanese and Korean family visitors, launch cross-border packages combining fishing village homestays with ecological experiences, providing basic bilingual services (e.g., check-in guidance, activity explanations). Use distinctive packages and foundational services to attract international visitors, avoiding low-price competition and increasing average transaction value.

W6+T4: Weak international service capabilities often lead to violations targeting foreign tourists (e.g., arbitrary price hikes, service fraud), damaging international reputation. Consider implementing international service standards + complaint channels: Establish service guidelines for foreign tourists (e.g., clear pricing, standardized procedures) and display them at attractions; launch multilingual complaint channels (e.g., email, mini-program feedback) for swift resolution of international visitor grievances. Use standardized protocols + complaint mechanisms to mitigate violation risks and preserve international reputation.

W6+T5: When international demand fluctuates, weak service capabilities hinder rapid product/service adjustments, missing market opportunities. Consider flexible cross-border offerings + simplified promotion: During peak demand, launch premium cross-border custom packages; during slumps, offer affordable short cross-border trips (e.g., weekend fishing village experiences). Use multilingual posters and local tourism partners for promotion. Address demand swings with flexible products and streamlined marketing to attract international visitors.

W6+T6: International tourists demand high ecological standards, but inadequate ecological management combined with weak international services easily leads to dissatisfaction. Consider minor ecological service upgrades + multilingual guidance: Install multilingual ecological guidance signs at activity sites; provide basic ecological interpretation services (e.g., using translation apps to explain marine life conservation). Address international tourists' environmental expectations with low-cost ecological services and multilingual guidance, compensating for service and ecological management shortcomings.

W7+T1: Winter operations halt, while extreme weather (e.g., torrential rain, cold

snaps) intensifies off-season operational pressures, creating a double off-season. Consider indoor winter activities + contingency measures: Utilize idle winter venues to build indoor digital experience centers (VR marine sports, ocean science education); for extreme cold snaps, launch indoor wellness packages (e.g., hot springs + marine culture experiences). Fill winter gaps with indoor offerings while mitigating extreme weather impacts and reducing operational strain.

W7+T2: Seasonal constraints cause Weihai's peak season to be crowded while its off-season remains quiet, making it difficult to compete with Qingdao and Sanya's year-round operational advantages. Consider balanced seasonal product planning: feature outdoor marine sports in summer, launch ecological birdwatching + seafood cuisine in autumn, focus on indoor tech + wellness in winter, and develop fishing village spring plowing + outdoor hiking in spring; Break seasonal limitations with differentiated offerings year-round to enhance competitiveness against cities with year-round operations.

W7+T3: Homogeneous peak-season offerings risk price wars, while off-season gaps exacerbate revenue volatility. Consider off-season specialty offerings + peak-season value-added services: Develop winter marine education programs + indoor craft workshops during off-peak periods—low-competition, high-value-added activities. During peak seasons, integrate value-added services (e.g., aerial photography, commemorative gifts) into standard offerings to increase average revenue per customer. Balance revenue through off-season specialties and peak-season enhancements to escape price competition.

W7+T4: Peak season project concentration risks operational violations (e.g., overcrowding, delayed equipment maintenance), while idle resources in off-peak periods foster unauthorized projects—both disrupting the market. Implement year-round unified oversight: Intensify on-site inspections during peak seasons to crack down on violations; enforce registration management for idle venues in off-peak periods, prohibiting unlicensed projects. Maintain continuous oversight to standardize the market and prevent regulatory vacuums caused by seasonal fluctuations.

W7+T5: Homogeneous products struggle to compete during peak demand; off-season revenue faces immense pressure from inherently low demand compounded by consumption volatility. Consider flexible operations + package bundles: Adjust attraction availability based on peak-season demand, prioritizing premium packages; Introduce off-season promotional packages (e.g., buy-one-get-one-free lodging + activity bundles) to attract local and regional customers with discounted pricing; use flexible operations and package bundles to balance annual revenue against demand fluctuations.

W7+T6: Peak-season activity concentration overloads ecological carrying capacity, while off-season idle resources face lax environmental management—compounding ecological pressures. Consider year-round ecological management: Implement visitor

caps and increase waste collection frequency during peak season; conduct ecological restoration activities (e.g., beach maintenance, marine debris cleanup) during off-peak periods; launch seasonal eco-check-in campaigns where visitor participation in conservation efforts earns discounts on activities across different seasons. This holistic approach alleviates environmental strain while enhancing brand reputation.

W8+T1: The short industrial chain results in reliance solely on project experience revenue. When projects halt due to extreme weather, there are no alternative income streams. Consider extending a light-asset industrial chain: Develop simple cultural and creative products (e.g., seashell keychains, project commemorative badges) for sale in indoor venues; collaborate with local dining and lodging establishments to offer project + dining/lodging packages. Even if projects suspend during extreme weather, revenue can still be generated through cultural and creative product sales and dining/lodging revenue sharing.

W8+T2: A short industrial chain forces Weihai to compete solely on project experiences, unable to develop a comprehensive ecosystem like Qingdao or Sanya that integrates experiences, consumption, and services, resulting in weak competitiveness. Consider targeted extensions of the short chain: Focus on core elements of experience + cultural products + dining. Develop project-related cultural products (e.g., sailboat models, sea fishing-themed tableware) and introduce ocean-themed dining (e.g., seafood barbecue, fisherman's snacks). Use compact, specialized industrial chain extensions to enhance product value and counter complete ecosystem competition from peer cities.

W8+T3: The short industrial chain forces reliance on project-based competition alone, lacking supplementary consumption support and making it prone to price wars. Explore value-added consumption: Establish cultural/creative retail zones and dining/rest areas post-experience, offering bundled deals combining activities + cultural/creative experiences + dining discounts. Increase average transaction value through ancillary spending, freeing the project from relying on low prices to attract visitors and escaping price competition.

W8+T4: Short supply chains lack coordinated oversight across upstream/downstream links, leading to issues like excellent core experiences but poor ancillary services (e.g., overpriced tourist traps in dining), damaging overall reputation. Consider core collaborative oversight: Sign service standard agreements with partner restaurants and cultural merchants (e.g., transparent pricing, quality commitments); publicly list partner vendors within the attraction for visitor feedback; standardize supply chain operations through collaborative oversight to prevent localized violations from tarnishing overall reputation.

W8+T5: Short supply chains result in single-source revenue streams, weakening resilience against fluctuating consumer demand. Consider diversifying revenue streams: Beyond project experiences, add income sources like cultural and creative

product sales, venue rentals (e.g., hosting small team-building events or photo shoots), and online courses (e.g., marine sports instructional videos). Diversify revenue to mitigate risks and offset pressure from fluctuating consumer demand.

W8+T6: The short supply chain prevents ecological conservation costs from being shared through ancillary spending, forcing them to be covered solely by project revenue and intensifying operational pressure. Consider eco-add-ons: Launch eco-friendly cultural products (e.g., eco-material commemorative albums) with portion of sales allocated to conservation; develop eco-experience + donation packages where participants voluntarily contribute small amounts toward marine protection and receive eco-certificates. Share conservation costs through eco-add-ons while enhancing the brand's environmental credentials.



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