

Research on the Development Strategy Choice of "Sports + Tourism" Model

-- Swot-Pest Composite Matrix Analysis

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Abstract

In the context of further implementing the strategy of "Healthy China", "sports + sports and leisure town" has become a new mode of sports industry development. The "sports + tourism" model is to use the ecological environment combined with sports themes to create special tourism resources to meet the multiple needs of the people, ushering in a new development opportunity for the sports tourism industry. In this paper, we use the methods of literature and logical analysis to analyze the advantages (S), disadvantages (W), opportunities (O) and threats (T) of the "sports+tourism" model with the help of the development trend of "sports+". The optimal strategic direction for the development of "sports+tourism" model is explored. On this basis, the development strategy analysis matrix is constructed, and through quantitative evaluation of various factors in SWOT, four development strategy models are proposed, including SO pioneering strategy, WO striving strategy, ST fighting strategy, and WT conservative strategy, in order to provide theoretical guidance for the development strategy of the "sports + tourism" model in healthy China. Theoretical guidance for the development strategy of "Sports+Tourism" in Healthy China.

Keywords

Sports+tourism; Development strategy; SWOT-PEST composite matrix.

1. Preface

In the context of the national fitness program, fitness has become a national sport, the rise of diversified sports methods has driven the people into sports and fitness, and sports tourism has become an important way of life for people, driving the growth of economic and social benefits in China. Sports tourism in China has gradually stepped into the golden development period, and according to relevant expert research, it is predicted that the total number of sports tourism in China will reach 1 billion people by 2020, accounting for 15% of the total number of people, and the total consumption scale of sports tourism will exceed 1 trillion yuan [1].

In December 2016, the National Tourism Administration and the State General Administration of Sports jointly issued the "Guidance on Vigorously Developing Sports Tourism" (hereinafter referred to as the "Opinions") and drew a strategic blueprint for the development of sports tourism from the national level. By 2020, 100 sports tourism destinations with significant influence will be built in China, 100 national sports tourism demonstration bases will be built, 100 sports tourism boutique events will be launched, 100 sports tourism boutique routes will be created, and 100 sports tourism enterprises and famous brands with high visibility and market competitiveness will be cultivated [1]. The national macro guidance at the policy level has pointed out the direction for the future development of "sports + tourism" mode, thus it seems that the construction of sports tourism town bases is in full swing, from the central to

local, from the east to the west, from government departments to all kinds of social capital and so on. However, it is undeniable that the construction of "sports + tourism" base still faces many uncertainties to achieve rapid and healthy development, such as the serious homogenization of the development model among cities [2], the lack of targeted development strategies due to topography, natural resources, and the type of market demand, and "blindly following the trend" "pulling up the seedlings to help them grow" development model, the emergence of a large number of development ideas of enterprises and small towns unilaterally pursuing short-term interests, and many other difficulties need to be solved.

There are still many problems in the adjustment of the development strategy of "sports + tourism" mode. For example, how to plan for the unbuilt sports tourism towns and how to transform the towns under construction or development are issues that the government, enterprises and towns need to think about. This study combines SWOT analysis and PEST analysis to analyze the internal and external factors of the development strategy of "sports + tourism" model, and constructs a quantitative and qualitative strategy matrix to provide solutions to the problems arising from the development of "sports + tourism" model. It also provides strategic ideas for its development.

2. SWOT-PEST Analysis of The Development of "Sports + Tourism" Model

PEST analysis refers to the influence of the external macro political, economic, social and technological environment on the development of the organization. The SWOT-PEST model is used to conduct a comprehensive and systematic analysis of the internal and external environment for the development of the "sports + tourism" model in China, which provides a solid foundation for the selection and formulation of the development strategy of the "sports + tourism" model.

Table 1. List of SWOT-PEST analysis matrix

SWOT-PEST		Policy(P)	Economy(E)	Social(S)	Technology(T)
Internal	strengths(S)	SP	SE	SS	ST
Environment	weaknesses(W)	WP	WE	WS	WT
External	opportunities(O)	OP	OE	OS	OT
Factors	threats(T)	TP	TE	TS	TT

2.1. Analysis of internal advantageous environmental factors

2.1.1. Political Advantage (SP): Synergistic development of multiple industries and integration and optimization of local resources

Throughout the development and development process of the sports tourism town, the strategic mode of multi-industry "synergistic" development is sought at the beginning of the construction, striving to develop "sports + tourism + culture + agriculture + resort + recreation + education and training" and other business modes in a synergistic manner. For example, by taking the native sports resources such as "mountain, water, and forest" of Qinba Mountain as the core, we take the road of ecological environment construction with both protection and development, and actively develop composite ecological sports tourism areas such as leisure and fitness, adventure and excitement, and health care [5]. Through the integration of local available resources, optimize and improve the local development space platform, so that the sports tourism town reflects the multi-industry synergistic development strategy of resource integration and optimization, in order to pull the power and engine of China's economic and social development.

2.1.2. Economic advantages (SE): large scale of sports consumption base, pulling local economic growth

According to the State General Administration of Sports announced the participation of national fitness, China since 2014, the number of sports consumption has increased year by year, to "sports + tourism" as the emerging entertainment consumers, by gathering in food and accommodation, play, buy souvenirs and other ways in the invisible play a good publicity role, driving the economic growth of tourism places, China's forecast in 2020, the total consumption scale of sports tourism, is about to exceed 1 trillion yuan.

2.1.3. Social advantages (SS): "Sports + tourism" integration development, changing the way of public sports participation

The release of the Health China Strategy has promoted the masses to actively participate in sports, health and wellness, and the main forms of their participation in exercise are various, such as exercise groups, sports teams, sports homes, sports activity centers, sports clubs, free sports exercise, and so on. The new industry of "sports + tourism" meets the pursuit of people's spiritual life, unlike other sports, "sports + tourism" provides entertainment by guiding people into nature and relieving the high level of tension brought by work. This new form of tourism not only provides physical and mental exercise, but also enhances the enrichment of daily life and broadens horizons.

2.1.4. Technical advantage (ST): Improve infrastructure conditions and public services

In recent years, China in the construction of sports tourism town compared with the previous, both in hardware or software development are new, part of the town's infrastructure conditions and public service levels have been greatly improved, from the national promulgation of the sports and leisure town pilot list to understand, Lushan West Sea Management Committee sports and leisure ecological tourism characteristics of the town (Jiujiang City) is a combination of hot spring health and leisure to carry out the integration of soaking springs, recreation, mountaineering, expansion, swimming lake, rafting, adventure, orange picking leisure and other diverse sports and leisure features, combined with infrastructure upgrading and sports events, gathering popularity and activating the integration of sports tourism industry development. Therefore, by improving the infrastructure conditions, from the perspective of technical advantages, improve the level of public services, thus promoting and attracting sports tourism for all people is the optimal path to promote the integration of sports tourism industry development.

2.2. Analysis of internal disadvantageous environmental factors (W)

2.2.1. Political Disadvantage (WP): Sports tourism town construction and operation in a hurry to achieve, "political achievements town" in a flurry

With the support of the state, some local governments are enthusiastic in the promotion and construction of sports tourism towns, and even the phenomenon of white-hot, leading to some "chaos" that is contrary to the original intention of the national construction of sports tourism towns, such as, blindly follow the wind, a surge of the phenomenon. Part of the local government in disregard of the local economic base, industrial base, the characteristic elements of the case of "big work fast", sports tourism town purely to spend huge amounts of money to build. Some of the town in the administrative order of the time, number, scale of this town into a "performance project", shouting many slogans and put forward many unrealistic plans and planning.

2.2.2. Economic disadvantage (WE): Sports tourism town investment scale is large, the construction cycle is long

Some experts on the construction path of sports tourism town pointed out that it takes about 20 years at least from the planning, construction, operation to the completion of the basic

features outstanding. For example, Zhejiang Deqing Moganshan Naked Heart Sports Town, the organic integration of sports and health, cultural tourism and other industries, relying on natural ecological resources for sports industry development and new urbanization construction mutually integrated development strategy. It seems that the construction of the town needs a very deep economic foundation, in the long construction period, operation period, construction results can not be presented in the short term, and can not be plucked, sports tourism town is not built in the short term, if contrary to the law of construction will not produce the desired effect.

2.2.3. Social disadvantage (WS): planning and construction does not reflect its significant features, cultural heritage is weak

Planning is the premise of construction, investment and financing, construction and operation, without scientific planning is very easy to the opposite, the greater the investment the greater the loss, and in the construction of sports tourism town to uphold the cultural "special and strong" characteristics. This requires the government to give full play to the leading role of planning, otherwise it will lead to unsuccessful investment in small towns. For example, for sports tourism town brand brand culture is an important connotation of the brand, and sports brand culture is mainly derived from sports culture, if completely stripped of sports culture, the inner vitality of sports brand culture will be completely lost, which will lead to the ultimate brand construction of sports tourism town to failure [6].

2.2.4. Technical Disadvantage (WT): The development of sports tourism town is in its initial stage, and the investors have insufficient management experience

The development and construction of sports tourism towns are generally in the initial stage, and most of the towns only focus on the construction of sports and ecological environment, and do not pay enough attention to the service organization and management; many sports tourism towns cover more contents, but due to the lack of management experience of investors, they fall into a chaos in the construction process and cannot realize the "sports + The effective integration of "sports+" is not achieved. For example, the lack of necessary service organization and guidance for sports + tourism, and the failure of investors to consider the part of establishing service management centers, which seriously affects consumers' consumption experience and brings a certain negative impact to the construction of sports tourism towns, etc.

2.3. Analysis of external opportunities and environmental factors (W)

2.3.1. Political Opportunity (OP): Accelerate the implementation of policies for sports tourism development and promote the construction of "sports + tourism" town

The introduction of policies related to sports tourism by the National Tourism Administration and other departments has brought a huge impact, leading the development of fitness and leisure tourism, cultivating sports tourism market players, and the construction of sports tourism public service facilities has played a good impact. World Tourism Organization data statistics, the national sports tourism industry grows 14% per year, the market scale gradually expanded, the overall growth rate exceeds the tourism industry by about 4-5%. It is expected that by 2020, the national sports tourism industry will reach a scale of \$412.7 billion [3]. Thus, it can be seen that the release of national policy has a direct role in promoting the construction of "sports + tourism" town and the development of sports tourism industry.

2.3.2. Economic opportunities (OE): the national economy is steadily increasing, and the government's diversified financial investment activates sports tourism resources

The development and progress of the society makes the national economic income level in a gradual and steady upward trend, according to the analysis of the 21st Century Institute of

Economic Research, in 2016-2025 the number of Chinese sports tourism is growing rapidly, and the sports tourism consumer population accounts for 34.9% of the total population, which actively drives the economic benefits of China. The national and local governments provide diversified financial support in the construction of sports tourism towns, support characteristic sports tourism enterprises, promote cross-industry and cross-regional restructuring, create cross-border industry groups with multi-finance integration and backbone sports tourism enterprise alliances, and build communication channels between the government and enterprises to activate the construction of sports tourism towns and the rational use of natural resources.

2.3.3. Social Opportunity (OS): The surge in demand for entertainment and health has laid the market foundation for the development of sports tourism town

In recent years, more and more sports tourism enthusiasts in China have joined "marathon race", "outdoor cycling", "Yueyun circle" and other online social media to show their participation in sports activities. This has opened a new situation of "sports +" (sports + tourism, sports + recreation, etc.) multi-project integration and development. The demand for healthy sports is valued by the nation, and the proportion of the sports tourism town development market is gradually increasing, and sports tourism has become a lifestyle pursued by the public for health.

2.3.4. Technology opportunity (OT): the use of "Internet+" new technology, the organic integration of new technology construction and sports tourism

Many sports tourism towns and sports tourism bases are promoted by using the Internet, self-media and other mass propaganda platforms to promote the "Internet+" new technology and sports tourism organic integration, sports towns alone is the introduction of the Internet+ operation concept, in the Internet+ platform for sports tourism fans to search for relevant Resources, such as: sports tourism town's real-world display, photos, videos, etc., all of these factors will affect the customer's first experience of the town.

2.4. External Threat Environmental Factors Analysis (T)

2.4.1. Political Threat (TP): Policy requirements are increasing and the challenges of sports tourism industry development are multiplying

In the context of the new era, the government has systematically refined and stratified the criteria for sports tourism industry development, requiring sports tourism development to be universal, integrating sports tourism industry development with regional culture as much as possible, and striving to achieve a sustainable development strategy model with economic, social and ecological benefits. The policy requires the development of "sports + tourism" characteristics and economic integration, and the relationship between the relevant interests to coordinate, sports tourism characteristics in the development process to maintain the original ecology, and strive to achieve sustainable development strategy.

2.4.2. Economic Threats (TE): Large regional differences, slow economic growth and increased government financial pressure

In today's situation analysis of the national economic development trend in the slow growth phase, the international financial crisis on China's economy early into a huge downward pressure, coupled with the East China, Southwest China, Northeast, Northwest, Central China and other regional differences, the development of China's sports tourism industry has caused a serious impact on the construction of the town is mainly dependent on the credit support of financial institutions, the government's financial pressure increased dramatically at the same time increased the financial risk in China.

2.4.3. Social Threat (TS): Homogenization is serious and sports tourism towns "lose their characteristics".

Most of the sports tourism towns are not innovative in planning, but are still planned with previous concepts and subjective thinking, and the homogenization phenomenon is serious such as "one town in a thousand". For example, many sports town construction is like "old wine in new bottles", "wearing new shoes to walk the old road" lack of innovation, the town's planning is old-fashioned, industry does not stand out, the attractiveness of the phenomenon is not enough, resulting in sports tourism town "lost Characteristic", not the full use of local culture, environment, hot springs and other resources, failure to rational layout, take the road of sustainable development.

2.4.4. Technical Threat (TT): Increased competition for resources and increased difficulty in acquiring quality resources

To build a "special" sports tourism town, its "special" features should be reflected, such as "special and strong" at the industrial level, "clustered and combined" at the functional level, and "special and strong" at the functional level. The "special" features should be reflected, such as "special and strong" at the industrial level, "integrated and combined" at the functional level, and "refined and beautiful" at the morphological level [4]. Nowadays, China's original ecological resources, hot spring resources and other characteristic resources are gradually decreasing, and China needs a lot of characteristic resources in the construction of sports + tourism town, and adhering to the development concept of innovation, coordination, green, open and sharing to build a sports tourism town with beautiful ecological environment, significant functional effect and strong humanistic atmosphere, it can be imagined that it is more and more difficult to obtain high-quality characteristic resources, and the competition for resources is more and more intense. The competition for resources is becoming more and more intense.

3. "Sports + Tourism" Model Development Strategy Analysis Matrix

By systematically analyzing the internal strengths and weaknesses, external opportunities and threats of the "sports + tourism" model development strategy, the development strategy analysis matrix is constructed, and the various influencing factors affecting the development of sports tourism are comprehensively analyzed, and four types of combination strategies are proposed for the "sports + tourism" model development (see Table 1). " model development proposed a combination of four types of strategies (see Table 1).

3.1. SO pioneering strategy

By taking advantage of the sports tourism-related policies introduced by the state, we implement resource integration and optimization, and promote multi-industry and all-round development strategies; at the same time, we maintain the government's diversified financial investment, develop the sports + tourism town market, promote mass sports tourism consumption and boost economic growth; accelerate the improvement of infrastructure conditions, develop sports tourism town "Internet + " new technology to meet the masses' health and entertainment needs.

3.2. WO striving strategy

Strengthen the promotion of relevant policies and promote the development strategy of construction and operation of sports tourism town in a stable manner; build a high-quality sports tourism town based on the existing resources; call for diversified financial investment by the government to ensure good economic growth; pay attention to the development of sports tourism culture to show the town's "special but strong", "gathering but together", and The town's "special but strong", "concentrated but combined" and "special but beautiful" characteristics will provide a good environment for national health and entertainment and

drive local economic development; try to introduce the construction and application of "Internet+" new technologies and mobilize people's participation. and mobilize people's enthusiasm for participation.

3.3. ST resistance type strategy

Adhere to the combination of government and market economic development, establish and improve the synergistic development of sports tourism industry; adhere to the combination of government macro-control and local consumption, and consolidate the sustainable development of "sports + tourism" town; adhere to the "sports + tourism" model to avoid town The town's "sports+tourism" mode should be pursued to avoid homogenization, create its own "special" character, and change the way of public participation in sports.

3.4. WT Conservative Strategy

Follow the development law of government and market, consider the construction and operation of sports tourism town, and develop various tourism industries; do a good research on market demand, make a long-term town construction plan, and gather the support and help from many parties; highlight the "special" construction of the town, and bring out the "cultural The town's "special" characteristics will be highlighted, and the local culture and art will be inherited and developed; the town will make full use of and develop special resources, optimize the management and operation mechanism of investors, and actively learn from the successful experience of similar towns.

4. Conclusion

The development of "sports + tourism" mode should be integrated with local natural ecological environment and historical and humanistic environment to form regional characteristic sports resources, meanwhile, "sports + tourism" town in the future operation and management development to maintain internal advantages to avoid disadvantages, grasp At the same time, "sports + tourism" town in the future operation and management development to maintain internal advantages to avoid disadvantages, grasp the external opportunities and cope with threats, good at taking the strengths and complementing the weaknesses, create a diversified development of sports tourism resources, and build a regional sports tourism development strategy system. In the background of the era of strong sports and national fitness, it will help the development of China's sports tourism industry.

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