



The Strategy of Sports Tourism Management in Putian City

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Abstract

Background and Aims: Currently, the global sports tourism market is showing a strong growth trend, and the Chinese government has introduced supportive policies to promote the integration of sports and tourism. As a coastal city in Fujian Province, Putian City has rich natural and cultural resources, such as Mazu culture and Southern Shaolin martial arts. However, the development of sports tourism in Putian City is still relatively limited and lacks systematic management strategies. Therefore, this article will study the strategies for sports tourism management in Putian City in order to improve the management level of sports tourism and enhance its attractiveness. The purpose of this study is to: (1) study and analyze the current situation of sports tourism management in Putian City; (2) develop the strategy of sports tourism management in Putian City; (3) validate the feasibility of the strategy of sports tourism management in Putian.

Methodology: This study adopts research and development (R&D) methods. The main research tools are survey questionnaires and interviews. The sample of the survey questionnaire includes all domestic tourists in Putian City, and the interviewees are sports tourism experts, service providers, and relevant government officials. The author conducted a questionnaire survey of 400 tourists from five major scenic spots using a stratified sampling method, and then conducted in-depth interviews with 15 key informants, including scenic spot managers, business representatives, and government officials, using a stratified sampling method. Descriptive statistical analysis, including mean and standard deviation, SWOT analysis, and TOWS matrix to analyze the data. Finally, the study compiled strategies for sports tourism management in Putian City.

Results: Through SWOT analysis, TOWS matrix analysis, and integration through connoisseurship, the study ultimately developed 5 SO strategies, 4 ST strategies, 4 WO strategies, and 4 WT strategies. The strategy emphasizes the utilization of local advantageous resources, such as Mazu culture, Southern Shaolin martial arts, marine resources, and ecological assets, while addressing weaknesses in infrastructure, service quality, and talent shortages. Putian City needs to combine opportunities in regional cooperation and high-end tourism products to mitigate threats such as





seasonal fluctuations, natural disasters, and intercity competition. The strategy aims to enhance the sports tourism brand and the sustainable development of Putian.

Conclusion: Overall, this study proposes a diversified development path for sports tourism management based on the natural resources, cultural heritage, and policy support of Putian City. This strategy emphasizes ecological sports corridors, high-end marine tourism complexes, the creation of intellectual property rights for intangible cultural heritage, intelligent management systems, and regional cooperation. These strategies utilize existing resources, combined with digital marketing, talent development, and sustainable practices, to create a unique sports tourism brand for Putian City. The strategy proposed in this article can provide suggestions for sports tourism managers in Putian City and also provide a reference for the development of sports tourism in similar cities, with theoretical and practical value.

Keywords: Strategy; Sports Tourism; Sports Tourism Management; Putian City

Introduction

With the rapid growth of the global sports tourism market, sports tourism has become an important component of the tourism industry. Putian City has abundant natural and cultural resources, but the development of sports tourism is still relatively limited and lacks attractiveness. Therefore, this article will study the strategy of sports tourism in Putian City in order to improve the management level of sports tourism, enhance attractiveness, and promote sustainable development.

The Chinese government attaches great importance to the development of sports tourism and has introduced a series of supporting policies, providing strong guarantees for the development of the sports tourism industry. Including: "14th Five Year Plan for Tourism Development" National Development and Reform Commission (2022); Guiding Opinions on Vigorously Developing Sports Tourism (National Tourism Administration, 2022); 14th Five Year Plan for Sports Development in Fujian Province (Fujian Provincial Sports Bureau, 2021); The 14th Five Year Plan for the Reform and Development of Cultural Tourism in Putian City (Putian Municipal Bureau of Culture and Tourism, 2024).

In summary, both China and Fujian Province attach great importance to the development of sports tourism. Therefore, based on the natural resources, cultural resources, and sports tourism resources of Putian City, this article will sort out the current situation of sports tourism management in Putian City, propose and formulate sports tourism management strategies for Putian City. Pay attention to improving the tourism experience and satisfaction of tourists, promoting the high-quality development of sports tourism in Putian City, and attracting more





tourists. At the same time, it provides decision-making references for local governments, cultural and tourism departments, scenic area operators, etc.

Objectives

1. To study and analyze the current situation of sports tourism management in Putian City.
2. To develop the strategy of sports tourism management in Putian City.
3. To validate the feasibility of the strategy of sports tourism management in Putian City.

Literature review

To develop a sports tourism management strategy and promote the development and improvement of the sports tourism management level in Putian City, the author mainly studied the following relevant theories:

1. Theory of sports tourism management

As an interdisciplinary field that combines sports and tourism, the research and practice of sports tourism management have gradually been enriched with the development of the social economy and the deepening of interdisciplinary research. The initial definition of sports tourism can be traced back to the 1980s. During this period, foreign scholars began to realize the connection between sports and tourism and attempted to explore how to effectively combine these two fields. In the 1990s, Jie (Jie, 2018) proposed the concept of sports tourism management. Sports tourism not only includes sports activities themselves, but also involves infrastructure construction, marketing strategies, service experience, and related policies and regulations of tourist destinations.

In the 21st century, Chinese scholars began to pay attention to the subdivision of this field based on absorbing foreign research. Modern sports tourism management is not only a simple utilization of sports resources, but also a strategic thinking that combines the sports industry with tourism to meet the diverse needs of tourists. More scholars are starting to study how to integrate sports tourism with local culture and environment, attracting tourists through unique cultural resources. In addition, scholars have also begun to pay attention to the impact of sports tourism on the environment and sustainable development issues, and proposed that the development of sports tourism should take into account both the ecological environment and social responsibility. Nowadays, sports tourism should not only focus on commercial operation, but also on social responsibility and sustainability, emphasizing the need to protect the natural environment, respect cultural differences, promote local economic development, and social progress in the development process. (Qixing & Hong, 2022)

2. Theory of strategy





As an important branch of management and economics, strategic theory has undergone multidimensional extensions from military and political fields to economic and social management, gradually forming a systematic theoretical system. In the 1970s, Michael Porter proposed the "three major strategies" of cost leadership, differentiation, and focus, which became a milestone theory in the field of corporate strategic management. (Goyal, 2020) In the 21st century, the development of strategic theory has shown a multidisciplinary and cross-border characteristic, with research perspectives expanding from the enterprise level to the perspectives of globalization and ecosystems.

In recent years, against the background of digitization, sustainable development, and globalization, the strategy of sports tourism has further expanded. The focus is on improving the tourist experience through means such as big data analysis and virtual reality technology. Especially in the digital age, sports tourism strategies pay more attention to the personalized needs of tourists and enhance overall competitiveness through precise marketing and intelligent services. In addition, the concept of sustainable development has gradually been integrated into the sports tourism strategy, proposing a comprehensive development path of resource protection, ecotourism, and green economy, promoting the green transformation of sports tourism. (Chuyuan & Tao, 2024)

3. Theory of SWOT analysis and TOWS matrix

SWOT analysis and TOWS matrix, as classic theoretical tools of strategic management, play a crucial role in enterprise decision-making and strategic development. The origin of SWOT analysis can be traced back to the 1950s, when management scholars at Harvard Business School in the United States first proposed the prototype of this tool. Subsequently, scholars gradually expanded this tool into a comprehensive strategic analysis framework, widely applied in fields such as enterprise management, marketing, and regional planning. (Sammut-Bonnici & Galea, 2015)

The TOWS matrix systematically cross-analyzes internal and external factors for the first time and forms an actionable action plan through the combination of four strategies: strengths and opportunities (SO), weaknesses and opportunities (WO), strengths and threats (ST), and weaknesses and threats (WT). The author discusses in detail the practicality of the TOWS matrix in the book, particularly in helping companies determine strategic choices in dynamic environments. (Wehrich, 1982)

Since the 21st century, the theoretical frameworks of SWOT analysis and the TOWS matrix have become increasingly diverse, incorporating more and more digital and sustainable development perspectives. At the same time, scholars have incorporated environmental protection and social responsibility into SWOT analysis, achieving a win-win situation for economic



and environmental benefits by optimizing enterprise resource allocation. (Masa'deh et al., 2017). In recent years, the application of SWOT analysis and TOWS matrix in regional planning and public policy has been expanded. SWOT can effectively validate the competitiveness of cities and regions and provide direction for regional economic development. (Zhang & Zhong, 2022)

Conceptual Framework

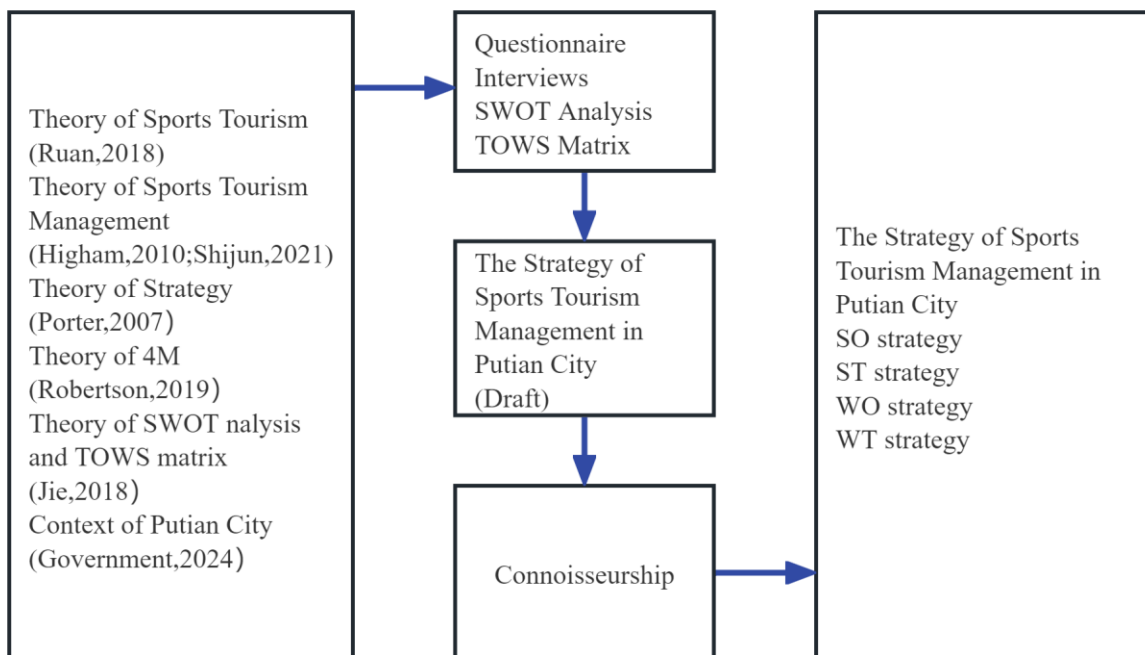


Figure 1 Research theoretical framework

Methodology

1. Population and sample of the study

1.1 Population

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

1.2 Sample

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



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

2. Research Tools

2.1 Questionnaire survey

Based on expert review and revision suggestions, a questionnaire on the current status of sports tourism management in Putian City was developed. After passing the target consistency (IOC) test, a simple random sampling method was used to select 400 tourists from 5 sports tourism scenic spots in Putian City for investigation. The questionnaire consists of 40 questions, conducting a survey from five aspects: basic information of tourists, tourist behavior, sports tourism resources, tourism services, and suggestions. A survey was conducted on the management status of sports tourism in Putian City.

2.2 Interview Form

Based on expert verification and modification suggestions, the "Interview Form for Participants in Sports Tourism Management in Putian City" has been compiled. After passing the Goal Consistency (IOC) test, stratified sampling was used to determine expert respondents, laying the foundation for the initial strategy proposal. In order to improve the accuracy and quality of interview data, targeted interviews will be conducted based on the different age, gender, education level, occupation, and other characteristics of the interviewed sports tourism management experts and managers. Before the interview, contact the interview location in advance and send the interview content. The interview methods are divided into on-site interviews and online interviews. A total of 15 interviewees were interviewed.

3. Research methods

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

3.1 Questionnaire survey method

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

3.2 Interview method

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



4. Data collection

4.1 Questionnaire survey

The researchers explained the samples involved in the research project, developed a survey questionnaire on the current situation of sports tourism management in Putian City, and obtained permission to fill out the questionnaire. From February to March 2025, the researchers distributed and collected questionnaires on-site from sports tourism tourists in five sports tourism scenic spots in Putian City. After questionnaire collection, the collected questionnaires were checked, and the data from the valid questionnaires were analyzed.

4.2 Interview

The researchers explained the samples involved in the interview, developed the "Interview Form for the Current Situation of Sports Tourism Management in Putian City", and obtained permission for the interview. In August 2025, the researchers conducted online interviews with interviewees related to sports tourism in Putian City, and the interview forms were collected and organized.

5. Data analysis

The survey questionnaire adopts descriptive statistical analysis methods, including mean, standard deviation, frequency, and percentage. The interview form was organized using the content analysis method. Using the SWOT analysis method to analyze the above data results, determine the strengths, weaknesses, opportunities, and threats of the current situation of sports tourism management in Putian City, and develop a sports tourism management strategy for Putian City based on expert interviews.

Results

1. To study and analyze the current situation of sports tourism management in Putian City

Overall, Putian City has abundant natural and cultural resources for sports tourism, but these resources have not been fully utilized yet, and the management policies for sports tourism in Putian City need further improvement. This is mainly reflected in the following aspects:

(1) Current situation of sports tourism tourists

Based on the basic information from the questionnaire survey and the data on tourist behavior, Putian's sports tourism source structure is centered on the 21-35-year-old youth group (38%), with the highest proportion of undergraduates (37.3%), and the occupation distribution is dominated by enterprise managers, students, and freelancers. In the composition of tourist sources, 35.3% of the tourists are in the city, 27.5% in the surrounding areas of the province, and 37.2% outside the province (such as Guangdong, Zhejiang, and Jiangxi). Tourists' annual participation in sports tourism is relatively high (4-5 times/year, accounting for 39%), and the per

capita consumption is concentrated in the range of 2001-4000 yuan (34.3%). In terms of behavioral characteristics, they prefer short-distance travel of 1-2 days (43%), the core purpose of travel is to learn sports skills, participate in and watch sports events, and the information access channel is highly dependent on social media (37.3%).

(2) Strength of Sports Tourism Management

The strength of sports tourism management in Putian City is mainly manifested in 10 aspects: **S1:** rich in natural resources, superior climatic conditions, and beautiful natural scenery. **S2:** The infrastructure is relatively complete; transportation is convenient and modern, the hotels, restaurants, and other facilities are complete, the sanitary conditions are good, and the scenic spot identification system is complete. **S3:** There are various types of traditional sports activities, and the brand effect of Southern Shaolin Wushu is significant. **S4:** With rich and unique national sports and cultural activities, Mazu culture has a global influence. **S5:** Strong policy support, active publicity and promotion, patient and proactive staff service, and a convenient sports travel booking service. **S6:** Residents are hospitable, highly involved, and actively support or participate in sports tourism activities. **S7:** The city is economically active, and large-scale sports events and street activities in business districts effectively extend the stay time of tourists. **S8:** There are great opportunities for international cooperation, and there are many marine sports near the coastline and Meizhou Island. **S9:** the characteristics of sports tourism products are remarkable, and the integration of intangible cultural heritage (intangible cultural heritage) is high. **S10:** The characteristics of sports tourist attractions are diversified and have the potential to attract tourists of all ages.

(3) Weaknesses of Sports Tourism Management

The weaknesses of sports tourism management in Putian City are mainly manifested in 9 aspects: **W1:** tourism resources are significantly affected by seasonality, and passenger flow fluctuates seasonally. **W2:** shortage of professionals and lack of professional coaches. The organization's quality of the tour guide team is poor, and multilingual services are missing. **W3:** The efficiency of government regulation is insufficient, the efficiency of cross-sectoral cooperation is low, and the price of catering and accommodation in the peak tourism season is high. **W4:** The implementation of the emergency plan for the scenic spot is not in place, the supervision is loose, and there are certain potential safety hazards for tourists. **W5:** Outdated sports venues and facilities, lack of innovation in sports events. **W6:** The quality of sports tourism merchants is uneven, and there are deceptive behaviors. **W7:** The homogenization competition among scenic spots is serious, and the rate of tourists' revisiting shows a downward trend. **W8:** There are a few kinds of sports tourism souvenirs and a lack of design innovation. **W9:** Insufficient linkage within the region and unreasonable arrangement of sports tourism activities.

(4) Opportunities for Sports Tourism Management

The opportunities for sports tourism management in Putian City are mainly manifested in 7 aspects: **O1:** the government vigorously promotes the development of the tourism economy. Putian City has many natural resources and has great potential to develop a sports tourism economy. **O2:** The consumption level of Chinese residents is growing rapidly with strong purchasing power, and there is a large number of young and middle-aged people with a consumption base. **O3:** Coordinated development with the surrounding urban areas. The government is vigorously promoting cross-regional cooperation between the "Minzhong sports tourism circle" and "Meizhou Pingtan". **O4:** Every year, due to Mazu pilgrimage activities, a large number of foreign tourists pour into Putian City, bringing opportunities for holding international sports events. **O5:** The rise of online social media can be used for digital marketing, and sports tourism can be promoted with the help of social media and big data. **O6:** The demand for new tourism formats is growing, and international maritime sports tourism products can be developed. Maritime routes such as "Meizhou Bay Southeast Asia" can be designed to attract high-end customers. **O7:** Mazu culture, southern Shaolin martial arts culture, and other intangible cultural heritage are prominent, which can enhance the combination of intangible cultural heritage and the sports tourism industry, and cooperate with colleges and universities to organize intangible cultural heritage products to enhance cultural experience.

(5) Threats to Sports Tourism Management

The threats to sports tourism management in Putian City are mainly manifested in 8 aspects: **T1:** frequent natural disasters, marine red tides, and seasonal typhoons restrict the development of water projects, and ecological protection is under great pressure. **T2:** Affected by the "siphon effect" among cities, it is facing the competitive pressure of Fuzhou, Quanzhou, Xiamen, and other surrounding cities. **T3:** The sports tourism industry is greatly affected by changes in government policies, and the increase in government financial pressure affects the development of sports tourism. **T4:** Sports tourism activities and products have remained unchanged for a long time, lack innovation, and have been difficult to attract tourists for a long time. **T5:** The supervision between the government and the scenic spot is loose, and there is malicious competition, price raising, and other behaviors in the scenic spot. **T6:** Tourism-related personnel training is insufficient, lacking high-level tourism experts and leading talents in cultural development. **T7:** Tourism souvenirs are seriously homogenized and lack innovation. **T8:** Public opinion crisis: Putian City has negative publicity, such as "city of fake shoes", which needs long-term positive guidance.

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

Using TOWS matrix technology, this paper puts forward a series of strategies to improve the level of sports tourism management in Putian City. These strategies include 6 SO strategies, 6 ST strategies, 6 WO strategies, and 6 WT strategies. Details are as follows:

Table 1 Details of the TOWS matrix

Details of the TOWS matrix		
	Strengths(S)	Weaknesses(W)
Opportunities (O)	SO1: Build an ecological sports corridor in central Fujian, integrate natural resources and the South Shaolin brand, and apply for the qualification of a national demonstration zone. SO2: Establish an international intangible cultural heritage sports and cultural base, and collaborate with universities to develop cultural derivative products. SO3: Build a high-end marine economic complex, open up sea tourism routes, and connect with Southeast Asian routes. SO4: Organize a global martial arts cultural festival centered around South Shaolin martial arts, integrating Mazu pilgrimage and intangible cultural heritage content. SO5: Implement the national ecological sports plan, mobilize residents to participate in natural resource conservation, and design activities suitable for all age groups. SO6: Build an international event service chain, host the Asia Pacific	WO1: Implement the digital activation plan in the off-season and develop virtual cloud tourism projects with policy subsidies. WO2: Establish a regional talent cooperation network, establish a multilingual tour guide database in central Fujian, and optimize cross-departmental scheduling. WO3: Launch regional joint tickets for the entire season, optimize passenger flow distribution, and provide government subsidies for ticket price differences. Transforming intangible cultural heritage venues and transforming old sports venues into sports tourism and cultural experience centers. WO5: Build a seasonal regional security network and jointly establish a natural disaster emergency linkage mechanism in the three cities of central Fujian. WO6: Customize international study products to create content differentiation with surrounding cities.



Details of the TOWS matrix

	Sailing Race, and expand the customer base of cruise ships.	
Threats(T)	ST1: Create a disaster-resistant cultural experience system to differentiate responses to natural and market risks. ST2: Create a Mazu exclusive IP, strengthen cultural uniqueness, and form differentiated competition. ST3: Upgrade smart city supervision and introduce AI monitoring to regulate merchant behavior. ST4: Cooperate with the southern Shaolin and inheritors of intangible cultural heritage to cultivate interdisciplinary talents. ST5: We will promote the joint education program of government and enterprise talents, and establish the "Ocean Sports Institute" jointly by the government, universities, and enterprises. ST6: Establish a "Putian Exclusive" certification system and authorize the "Mazu Authenticity" and "Southern Shaolin Authenticity" logos.	WT1: Carry out talent training during the typhoon season, and the government holds multi-skilled training camps during the off-season. WT2: Promote regional differentiated competition, develop non-seasonal featured products, and form competitive advantages. WT3: Improve the transparency of the service chain, publicly validate merchants, and establish a credit validation system. WT4: Cooperate with Putian University to establish a major in "Sports Tourism Management" and sign a local employment agreement. WT5: Create a venue innovation experimental zone and introduce enterprises to transform old venues into new sports tourism venues. WT6: The intangible cultural heritage project was launched, and the "Mazu prayer product" was designed to enhance the cultural identity of tourists.

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

In general, the nine experts agreed that the overall feasibility of the strategy is high, which is in line with the current situation of Sports Tourism Management in Putian and can also meet the needs of the future development of sports tourism in Putian. According to experts'





recommendations, the SO strategy, ST strategy, WO strategy, and WT strategy are adjusted and modified. The final strategy is as follows:

(1) SO Strategy

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

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

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

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

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

(2) ST Strategy

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

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

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

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

(3) WO Strategy

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

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

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

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

(4) WT Strategy



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

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

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

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

Discussion

Through SWOT analysis and TOWS matrix analysis, this study has identified strategies for sports tourism management in Putian City. Compared with previous studies, this research has achieved a high degree of consistency in most regions, especially in terms of natural environment, tourism demand, and infrastructure optimization. However, there are also conflicts with previous research results in some areas, mainly due to the specific resource advantages, cultural conditions, and policy background of Putian City.

(1) Discussion of SO strategy

The SO1 strategy is highly consistent with the findings of Zemeng & Lu (Zemeng & Lu, 2021), who emphasized that integrating natural resources with regional cooperation is key to building sustainable sports tourism corridors. The SO2 strategy aligns with the view of Taleghani & Ghafary (Taleghani & Ghafary, 2014), who highlighted the importance of cultural IP and resident participation in enhancing the uniqueness of sports tourism. The SO3 strategy resonates with the “high-end tourism complex” model proposed by Tavakolmia et al. (Tavakolmia et al., 2016), which combines marine resources and modern facilities to attract high-income tourists. The SO4 strategy is supported by the event-driven tourism development approach discussed by Faulkner et al. (Faulkner et al., 2000), emphasizing the role of international events in boosting destination visibility and tourist loyalty.

(2) Discussion of ST strategy

The ST1 strategy is consistent with the disaster-resilient tourism model proposed by Chen et al. (Chen et al., 2020), which integrates technology and culture to mitigate seasonal and environmental risks. The ST2 strategy reflects the differentiation strategy emphasized by Porter (Porter et al., 2007), focusing on creating unique cultural products to compete with neighboring cities. The ST3 strategy aligns with the smart management and AI-based supervision systems recommended by Yukun & Zhigang (Yukun & Zhigang, 2024). The ST4 strategy echoes the



government-enterprise talent co-development model supported by Masa'deh et al. (Masa'deh et al., 2017), which addresses the shortage of professional talent through structured training and incentive mechanisms.

(3) Discussion of WO strategy

The WO1 strategy is in line with the digital activation approach advocated by Kaiyuan et al. (Kaiyuan et al., 2024), which uses VR and online platforms to extend tourism beyond physical and seasonal limits. The WO2 strategy reflects the regional talent pooling mechanism discussed by Shijun (Shijun, 2021), which aims to overcome local talent shortages through cross-regional cooperation. The WO3 strategy is consistent with the integrated ticketing and regional passenger flow optimization model proposed by Fyall & Jago (Fyall & Jago, 2009). The WO4 strategy supports the adaptive reuse of cultural venues as highlighted by Yao et al. (Yao et al., 2020), which enhances both heritage preservation and tourist experience.

(4) Discussion of WT strategy

The WT1 strategy aligns with the multi-skill training and off-season capacity building model recommended by Shengcheng (Shengcheng, 2018), which helps destinations cope with seasonal fluctuations and talent loss. The WT2 strategy is consistent with the cultural differentiation and souvenir innovation approach discussed by Liu et al. (Liu et al., 2020). The WT3 strategy reflects the transparent service chain and credit validation system emphasized by Jie. (Jie, 2018), This enhances market trust and service quality. The WT4 strategy supports the experiential and blind-box tourism product innovation model proposed by Fanfan & Lichao (Fanfan & Lichao, 2024), which combines cultural elements with modern consumption trends to attract younger tourists.

Conclusion

Overall, this study adopts the research and development method (R&D), collects data through survey questionnaires and interview forms, and formulates development strategies based on SWOT analysis and TOWS matrix analysis of the data. This strategy emphasizes leveraging local strengths such as Mazu culture, Southern Shaolin martial arts, marine resources, and ecological assets, while addressing weaknesses in infrastructure, service quality, and talent shortages. It also explores opportunities in digital marketing, regional cooperation, and high-end tourism products, while mitigating threats such as seasonal fluctuations, natural disasters, and intercity competition. The proposed strategy includes the construction of an international martial arts cultural festival, a high-end marine economic complex, a regional talent network, and an intelligent management system, aimed at enhancing Putian's sports tourism brand and sustainable development. The strategies proposed in this study, such as infrastructure construction, talent development, and upgrading of sports tourism services, have strong implementation capabilities. However, the





implementation of international sports tourism routes and hosting international sports tourism activities is relatively weak, which is closely related to the local economic development situation. Future research can further examine the implementation effectiveness and economic feasibility of these strategies, providing more actionable insights for the sports tourism industry in Putian City.

Recommendation

1. Recommendations for applying the results of the study

The results of this study contribute to optimizing tourism resource utilization, improving tourist satisfaction, enhancing management capabilities, and promoting sustainable development of the local economy.

(1) The government can use the proposed strategy to develop further plans to enhance overall competitiveness and attractiveness. The focus should be on unique cultural and natural assets, such as Mazu and Southern Shaolin, to avoid homogeneous development.

(2) It is recommended that companies, enterprises, and universities jointly create more attractive sports tourism products to attract tourists.

(3) Other similar cities can refer to the strategies proposed in this article and apply them to the development of urban sports tourism.

2. Recommendations for further research

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

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

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

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





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