

Research on the Development Path of Rizhao Olympic Water Sports Town Based on SWOT Analysis

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Abstract: Using the SWOT situation analysis method, a qualitative analysis is made on the advantages and disadvantages of the development of Rizhao Olympic Water Sports Town, as well as the opportunities and challenges it faces. The research found that the internal advantages of Rizhao Olympic Water Sports Town are superior geographical location, convenient traffic conditions, rich natural landscape resources, and great potential in the sports tourism market; internal disadvantages are insufficient brand promotion, lack of professional operation and management talents, and insufficient surrounding supporting facilities; external opportunities include the introduction of policy support and guarantee measures, the increase of external popularity, and changes in residents' consumption structure and demand; external threats include the fragile ecological environment, restrictions on traditional tourism concepts, and the tendency of real estate. Based on the above factors, the SWOT strategy matrix is constructed, and four strategies and targeted measures are put forward, pioneering, reversing, resisting, and conservative to further promote the sustainable development of water sports towns.

1. Introduction

Under the new normal of economic and social development, sports characteristic towns have become a new development concept and development model in the process of my country's promotion of new urbanization and the supply-side structural reform of the sports industry. Since the promulgation of national policy documents such as "Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption" (2014) (Document No. 46), "Notice on Promoting the Healthy Development of Sports and Leisure Towns" (2017), cities across the country have Relying on the advantages of regional natural resources, cultural resources, and social resources, we have successively begun to cultivate and build sports-characteristic towns with sports events, outdoor sports and leisure, and rehabilitation and health preservation as the main elements. The rapid development of the sports industry has provided a strong impetus for China's economic transformation, and the "blooming everywhere" of sports characteristic towns has also become a key carrier and an important opportunity for the high-quality development of the sports industry. At present, the academic research on sports characteristic towns is in its infancy, and a complete system has not yet been formed. Existing research focuses on the exploration of the current situation and development path of sports characteristic towns, and lacks a systematic perspective on its internal development. A comprehensive analysis of the external development environment. The Rizhao Olympic Water Sports Town is currently the only sports town with water leisure sports as the core in China. This article takes the town as the research object, conducts a SWOT qualitative analysis of its development status, and actively explores replicable, reference, and Promotable development path of characteristic sports towns.

2. Research Theoretical Basis

2.1 Core Concept: Sports Characteristic Town

The concept of “characteristic town” was first proposed in Zhejiang Province in 2014 .It is a beneficial exploration under the background of rural revitalization. With its own unique characteristic cultural industry as the core carrier, it drives the regional tourism industry to achieve high-quality development. It has good economic development, relatively concentrated industries, unique resource advantages, and complete cultural preservation. Features [1]. Sports characteristic towns are a unique form of characteristic towns, also known as “sports and leisure characteristic towns”. The fundamental difference from other characteristic characteristic towns is that they incorporate sports and leisure experience projects with regional characteristics. The Jiangsu Provincial Sports Bureau clearly stated in the “Notice on the Construction of Sports and Health Characteristic Towns” (2016) that sports characteristic towns integrate sports, health, tourism, leisure, elderly care, culture, and livability. The spatial area and development platform [2] .

2.2 Core Concept: Water Sports Town

Combining with the concept of sports characteristic towns, it is proposed that water sports towns are a form of sports characteristic towns, which are built in the coastal areas along the lake, relying on rich water environment resources, and take water leisure sports as the core positioning to extend sports events, Various sports tourism industries and ecological chains such as outdoor sports and leisure, sports product manufacturing, etc., are a characteristic regional platform that integrates a variety of leisure and entertainment functions. Rizhao Olympic Water Sports Town is guided by the government, with enterprises as the main body, and the integration of multiple social resources as the development model. Relying on coastal natural resources, it has held many high-level windsurfing, kayaking, rowing and other water sports events in recent years. Cycling, marathon, beach volleyball, beach football and other road and ball sports events.

2.3 Analysis Framework: SWOT Analysis Method

SWOT analysis is a method that integrates various factors of the analyzed subject, and clearly distinguishes the primary and secondary, so as to reveal the advantages, shortcomings, opportunities and difficulties. S represents internal strength (Strength), W represents internal weakness (Weakness), O represents external opportunity (Opportunity), and T represents external threat (Threat). The analysis of strengths and weaknesses mainly starts with the analysis of competitors and their strengths, while the analysis of opportunities and difficulties is mainly carried out from the external environment of the analysis object to the internal environment, but due to the specificity of the external environment itself, it may bring completely different opportunities And challenges, so the analysis process should see the big from the small, and analyze layer by layer. In recent years, more and more researchers have used SWOT analysis tools to study related issues such as sports industry and sports competitions. With the rapid development of sports tourism industry, SWOT analysis method is used to analyze the development environment of water sports and leisure towns. Comprehensive analysis is of great value and significance for small towns to develop their own unique advantages, grasp optimal resources, and prevent and resolve external risks.

3. SWOT Analysis of the Development Path of Rizhao Olympic Water Sports Town

3.1 Strengths

3.1.1 Superior Geographical Location

The superiority of the geographical location of the water sports town is reflected in the “interactivity” of the location of the city and the “centrality” of the location planning of the scenic spot. Rizhao City is a prefecture-level city in Shandong Province. It was born and prospered by the sea. It is located in the east of the Shandong Peninsula. It is connected to the new first-tier city Qingdao in the north and Linyi, the most populous city in Shandong Province in the west. It is the blue economic zone of the Shandong Peninsula, An important city in the Jiaodong economic circle, facing Japan and South Korea across the sea, it attracts many domestic and foreign tourists for sightseeing every year, which has laid a good guarantee for the development of its sports and leisure

tourism industry. The water sports town is located in Wanpingkou Scenic Area, Donggang District, Rizhao City. Wanpingkou Scenic Area has a coastline of more than 5,000 meters[3], and the beach is wide and comfortable. It is less than 4 kilometers away from the center of Rizhao, and it only takes about 10 minutes to drive there. In addition, the scenic spot is located in the “golden location” of the urban area, with the largest natural lagoon in the north of the Yangtze River and the earliest bathing beach in Rizhao, the Yellow Sea in the east, and the new urban area in Rizhao in the west.

3.1.2 Convenient Traffic Conditions

Rizhao City has a well-developed transportation network, with railway stations, high-speed rail stations, aviation airports and other transportation hubs. First, there are 5 expressways passing through the city, 3 of which can reach a maximum speed of 120km/h, which provides convenience for self-driving tourists. Second, there are currently two high-speed rail stations in the urban area that have been completed and opened to traffic. Among them, Rizhao West Station is only 15 kilometers away from Rizhao Olympic Water Sports Town, and it takes about 20 minutes to drive there. Thirdly, Rizhao Shanzihe Airport is located on the west side of the main urban area, 27 kilometers away from the town, and it only takes 40 minutes to drive there. At present, the airport has opened 18 domestic and international routes, 24 cities, and the annual passenger throughput exceeds 100. Ten thousand. The well-developed transportation network has laid the foundation for the development of Rizhao Olympic Water Sports Town, guaranteed the passenger flow, not only optimized the travel experience of tourists, but also enhanced the image and reputation of the town.

3.1.3 Rich Natural Landscape Resources

Rizhao City is located on the edge of the warm temperate zone of the Shandong Peninsula, and the suitable period for tourism throughout the year is as long as more than half a year. Driving from the southernmost part of the city.

To the far north, there is a coastline of nearly 60 kilometers. Along the Binhai Avenue, you can enjoy the beautiful scenery of mountains and seas. Several important tourist attractions in the city are also built along the Binhai Avenue. The unique natural landscape resources provide a strong ecological environment support for the development of Rizhao Olympic Water Sports Town, provide a natural venue for the development of sports and leisure projects, and radiate and drive the improvement of supporting facilities around the town [4]. In the process of construction and operation, the water sports town effectively utilizes the endowment of natural resources to further meet the high-level needs of tourists for green tourism, ecotourism, and health tourism.

3.1.4 Great Potential in the Sports Tourism Market

With the improvement of residents' quality of life and the increase of leisure time, people's demand for leisure and entertainment consumption scenes has gradually changed from the low-level experience of “tasting fine wine and food”, “playing video games”, “visiting scenic spots” and “going to supermarkets and shopping malls” Change to a multi-scene experience that pursues the harmonious development of body and mind. In addition, in today's frequent public health crisis, the public's demand for health care and ecological consumption calls for an optimized supply of the sports tourism industry. The market demand for the sports tourism industry is strong and the market potential is huge. Under this social environment, Rizhao Olympic Water Sports Town has made great efforts to expand other industries supporting sports tourism in recent years, making full use of its own good natural resources, taking advantage of natural advantages such as oceans, beaches, and mountains to hold sports events and develop sports and leisure activities. The project and the undertaking of the “China Sports and Leisure Conference” have gradually formed a sports tourism model of “competition + sightseeing”, which has become a powerful booster for promoting the sports and fitness of the whole people in the region, promoting the transformation and upgrading of the sports industry, and expanding the influence of the city.

3.2 Weakness

3.2.1 Insufficient Brand Promotion

The water sports town is an urban leisure tourism construction project led by the government, coordinated by enterprises, and participated by multiple social subjects. The shaping of its brand image is an indispensable “key link” in the development process of the town [5]. The lack of publicity and promotion of the water sports town by the government, enterprises, and the media has weakened the social awareness of the city's business card of “Water Sports Capital” to a certain extent. First of all, the promotion organization structure is not perfect, and the promotion channel is single. The enterprises and social organizations involved in the operation and management of the water sports town in Rizhao City have not set up special departments to promote the town's characteristic products and culture, and at the same time lack the help of news media and public opinion. Unilateral leadership from top to bottom leads to insufficient stamina in brand building. Secondly, the brand promotion funds of the water sports town are insufficient. Since the development and construction of the town, the development of water sports has always been its highlight. However, since the overall construction of the town has not been completed, the government has not yet set up special funds for the promotion of water sports towns, and the brand image lacks the necessary economic support.

3.2.2 Lack of Professional Operation and Management Talents

Talent is not only the primary resource for the organization's operation and management, but also an inexhaustible driving force for the organization to achieve innovative changes. The development and construction of sports towns require high-level professional talents as resource support. With the continuous development of sports tourism products and the rapid growth of sports tourism market demand, the shortage of professionals in the sports tourism industry has gradually emerged, which has lowered the level of operation and management of sports characteristic towns to a certain extent [6]. The organization and management personnel of Rizhao Olympic Water Sports Town are not all majors in leisure sports, and the number of personnel with social sports guidance qualifications and outdoor fitness guidance qualifications is relatively scarce. There are lack of safety awareness, low professional skills, and insufficient theoretical reserve, limited leadership ability and other issues. Therefore, the imperfect talent system of water sports towns is an important contradiction that hinders its development. In the future, it is necessary to start from the aspects of attracting talents, training talents, and motivating talents to solve the disadvantage of lack of professional talents in towns.

3.2.3 Insufficient Surrounding Supporting Facilities

With the introduction of the concept of “global tourism”, consumers prefer sports that are highly participatory, interesting and experiential

Leisure tourism scenes, new forms of urban sports tourism such as health care, vacation and leisure, outdoor expansion, etc., are constantly emerging with the integration of all resources [7], the linkage of the whole industry, the coverage of the whole system, and the financing of multiple subjects. However, the relevant supporting facilities inside and outside the Rizhao Olympic Water Sports Town do not meet the needs of consumers at present, and are out of the demand trend of the tourism consumption market. For example, the planning and construction of recreational spaces such as catering, leisure, entertainment, and shopping around the town are insufficient. There is a lack of high-end hotels with international standards outside the town, and the existing hotels do not highlight the water sports cultural characteristics of the town. In addition, the utilization rate of sports venues in the town is not high, or even idle, which leads to the decline of tourists' enthusiasm for participating in sports, resulting in the loss of a large number of tourists in the town, and the loss of market initiative and competitiveness.

3.3 Opportunities

3.3.1 Introduction of Policy Support and Guarantee Measures

In recent years, the state has promulgated a number of supporting policies that are conducive to the development of characteristic sports towns, such as the “Notice of the General Office of the

General Administration of Sports on Promoting Sports and Leisure Characteristic Towns” (2017), “On the Standardization and Promotion of Characteristic Towns and Characteristic Small Towns Several Opinions on Construction” (2018) and “Notice of the General Office of the Development and Reform Commission of the State Council on Publishing Typical Experiences and Warning Cases of Characteristic Towns” (2020), etc. It can be clearly seen from the policies that the national and local governments attach great importance to the high-quality development of the sports tourism industry and the innovative construction of sports towns, and have issued effective macro policy documents and coordinated safeguard measures, which is both a good example for Rizhao. The development of the Olympic water sports town provides a top-level institutional guarantee, and at the same time stimulates its rapid development.

3.3.2 The Increase of External Popularity

In June 2020, the General Office of the National Development and Reform Commission announced the second round of featured towns, Rizhao Olympic

The water sports town has become one of the two featured towns in Shandong Province. The release of the notice has enhanced the national popularity of the Rizhao Olympic Water Sports Town, and provided a good external environment for the town's future development. The typical case of building a water sports and leisure town with enterprises as the main body also provides a basis for the construction of other characteristic towns. model of experience. At the same time, Rizhao City will also seize this opportunity to promote the construction of a higher-level national fitness public service system, do a good job in the integration of sports, culture, and tourism, and improve the life happiness index of Rizhao citizens.

3.3.3 Changes in Residents' Consumption Structure and Demand

With the improvement of per capita disposable income of residents, the public consumption patterns and consumption scenarios are constantly changing, and the social and economic growth model is gradually changing from investment-driven to consumption-stimulated. Following the obvious changes in the consumption structure of residents, the National Bureau of Statistics shows that the Engel's coefficient of the national residents in China will be 30.5 % in 2022, and the public's expenditure on services and enjoyment consumption such as culture, education, leisure and entertainment, and medical care will increase significantly. Especially in the context of the post-epidemic era, the realization of a large number of products that dominate consumption scenarios such as the matching of supply and demand in sports tourism has made the consumption logic of sports tourism focus on the “crowd”. Rizhao Olympic Water Sports Town can refine its own project culture and create a high-quality leisure tourism brand. By providing high-quality services for a small number of elite groups in the vertical subdivision field, it can deepen their sense of participation experience, thereby enhancing their own product stickiness and realizing the goal of The qualitative change from “private domain traffic” to “private domain retention” has led to a new upgrade of sports tourism consumption.

3.4 Threats

3.4.1 Fragile Ecological Environment

The production and life of human society, the development and progress of the world, naturally involve the development and utilization of natural resources, and are closely related to the relationship between human beings and the environment from beginning to end. In recent years, more and more new forms of characteristic sports towns have emerged. If the construction planning of the town is unreasonable and the quality is not up to standard, it will more or less destroy the local vegetation, soil, water resources and other ecological factors, affecting Sustainable development of sports characteristic towns. Rizhao Olympic Water Sports Town has explored the sports tourism market in recent years, and the number of tourists has grown rapidly. At the same time, some sports experience projects have special requirements for the venue, which may affect the

town during the construction or renovation of the venue. Damage to the surrounding ecological environment.

3.4.2 Restrictions on Traditional Tourism Concepts

The current development of water sports and the rise of sports tourism have put forward the requirement of “removing the old and bringing in the new” to Rizhao Olympic Water Sports Town. Due to the continuous enrichment of tourist travel experience and the rapid dissemination of Internet information, the traditional tourism model has gradually lost its appeal [8], which requires the town to use a more scientific and reasonable way to innovate the sports tourism model [9], Continue to meet the diverse and personalized travel needs of tourists. However, some travel agencies and tourism companies have different understandings of tourism planning, and they tend to adopt the traditional organizational model, which is relatively safe and conservative. This kind of inertial thinking and fixed processes will inhibit the proposal of new work concepts and operating models, ignore the changing needs of the market and the interests of tourists, and make sports tourism products unattractive.

3.4.3 Tendency of Real Estate

The concept of a town with sports characteristics has attracted much attention since it was put forward. As one of the “sunrise industries” with the most development potential, investors have set their sights on this vast market, and there are many real estate companies among them. After a field visit to the Rizhao Olympic Water Sports Town, the author found that the same phenomenon exists in the town. Around the town and around the seaside sports belt, relying on the beautiful natural environment and the “gimmick” of the sports town, Some real estate companies develop high-end resorts and villas here. Although this can also bring some benefits to the town, it will involve too much manpower, material resources, and financial resources, which will affect the town's leisure and entertainment, sports tourism, and industrial structure upgrades. Excessive real estate tends to make the actual status quo of the construction of sports characteristic towns deviate from the vision of its development, and the towns have gradually become a tool for real estate investors to obtain monetary benefits and lose their original value.

4. Rizhao Olympic Water Sports Town Development Path SWOT Analysis Matrix

Combined with the previous analysis and discussion on the development advantages, disadvantages, opportunities and threats of Rizhao Olympic Water Sports Town, construct

The “SWOT strategy matrix” proposes four strategies respectively: (1) SO pioneering strategy to advance internal advantages and grasp external opportunities, (2) WO reversal strategy to overcome internal disadvantages and grasp external opportunities, (3) ST counter-strength strategy that utilizes internal advantages and avoids external threats, (4) WT conservative strategy that suppresses internal weaknesses and avoids external risks, as shown in Table 1.

Table 1 Swot Strategy Matrix of Olympic Water Sports Town in Rizhao City

	Internal strengths(S)	Internal Disadvantages (W)
	S1 Superior geographical location S2 Convenient traffic conditions S3 Rich natural landscape resources S4 Great potential in the sports tourism market	W1 Insufficient brand promotion W2 Lack of professional operation and management talents W3 Insufficient surrounding supporting facilities
External opportunities (O)	Strategy1 (SO Pioneering Strategy)	Strategy 2 (WO reversing Strategy)
01 Introduction of policy support and guarantee measures	SO1 Grasping the advantages of local sports tourism resources and effectively utilising the advantages of other resources, the two sides will cooperate with each other and highlight their core strengths, combining water sports, tourism and the sports industry to develop high-quality, standardised and	WO1 Introduce and train sports tourism professionals in conjunction with the support of relevant policies.

	professional development programmes.	
02 The increase of external popularity	SO2 seized the opportunity of the second round of national promotion of special towns to cultivate the town's "sports ecosystem". It further enhances the attractiveness and competitiveness of the town, promotes national fitness and contributes to the overall well-off.	WO2 Through a variety of publicity channels, we inspire the masses to exercise Xingjie, increase their enthusiasm and participation in sports, and gradually develop the awareness of fitness for all.
03 Changes in residents' consumption structure and demand		
External threats(T)	Strategy 3 (ST Resistance-based Strategy)	Strategy 4 (WT Conservative Strategy)
T1 Fragile ecological environment	ST1 Insists on ecological priority and green development, promotes people's well-being and allows the symbiosis and co-development of sports resources and the ecological environment. Both the actual situation and the new development concept should be combined to achieve green transformation and lay the foundation for the healthy development of the town.	WT1 Increase the support for investment and increase capital investment. Increase the usage rate of sports venues and facilities to achieve a reasonable allocation of resources.
T2 Restrictions on traditional tourism concepts		
T3 Tendency of real estate	ST2 A new model for the organic combination of sports tourism and local cultural characteristics to awaken enthusiasm for mass sports tourism and promote the development of the sports tourism industry.	WT2 Actively adjust the product structure of the sports tourism industry, establish risk prevention and control mechanisms, and strengthen the emergency response capability and handling capacity to deal with unexpected public events.

5. Conclusion

Under the background of economic and social transformation and development, sports characteristic towns are facing new challenges as a new format. Rizhao Olympic Water Sports Town is the only town with water sports characteristics in China. In recent years, the government has increased its support for it, and its social popularity has increased significantly. The town itself has advantages in terms of geographical location, traffic conditions, natural environment, and market demand potential. At the same time, in the process of construction and development, there are disadvantages and threats such as insufficient brand promotion, lack of talents, imperfect supporting facilities, ecological environment damage, traditional concept restrictions, and real estate tendency. It is necessary to explore a coordinated and sustainable development strategy from the aspects of resource utilization, talent introduction, publicity and promotion, green development, investment attraction, cultural construction, risk prevention, and build a "characteristic and powerful, individual and integrated" water sports leisure characteristic small town.

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