

The Sports Tourism Industry Management Model for Sustainable Development in Chengdu, China

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Abstract

From the situation of sports tourism in China in recent years, the sports tourism industry has developed rapidly, but there are also many problems and shortcomings. The same is true for the sports tourism industry in Chengdu city, which is closely related to the sports tourism industry management model for sustainable development. The purpose of this study is to: (1) To study the current situation and influencing factors of the sports tourism industry management for sustainable development in Chengdu, China. (2) To analyze the positive factors influencing the sports tourism industry management model for sustainable development in Chengdu, China. (3) To examine and evaluate the sports tourism industry management model for sustainable development in Chengdu, China. This study adopted a mixed research method that combines quantitative and qualitative methods. Step 1: In the qualitative research section, expert was used to investigate the current situation and influencing factors of the sports tourism industry management model for sustainable development in Chengdu, China. total of 15 participants. The tool used in this study is a structured interview. Step 2: In the quantitative research section, data was collected through distributing questionnaires. and analyzed using structural equation modeling (SEM). The sample consisted of 365 respondents and was obtained through sampling. Use the method used to determine that the sample size is 20 times the inventory variable to calculate the sample size. Step 3: Through a combination of quantitative and qualitative research, 13 experts conducted focus group discussions and scoring. Experts have conducted a high-level evaluation of the feasibility, suitability, usefulness, and accuracy of the sports tourism industry management model for sustainable development in Chengdu, China.

The research results indicate that: (1) The organizational structure of sports tourism in Chengdu has gradually matured, policy development has gradually improved, financial funds have continued to increase, infrastructure has been significantly improved. By comprehensively analyzing these factors, the management level of sports tourism industry in Chengdu, China can be further improved, and its sustainable development can be promoted. (2) The research results show that Resource has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China ($P=0.000<0.05$). Human operations have a significant positive impact the sports tourism industry management model for sustainable development in Chengdu, China ($P=0.000<0.05$). Marketing strategy have a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China ($P=0.000<0.05$). Organizational structure has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China ($P=0.000<0.05$). Life cycle has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China ($P=0.000<0.05$). (3)

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Experts unanimousil agree that the sports tourism industry management model for sustainable development in Chengdu, China is Feasibility, Useful, Appropriate, Accuracy in A lot level-The most level.

Keywords: Sports tourism industry; management model for sustainable development; Resources; Human Operations; Maketing Strategy; Organizational structure; Life cycle

Introduction

In recent years, Chengdu has made sports tourism industry a key development focus and introduced a series of policies, which have pointed out the direction for the development of Chengdu's sports tourism industry. Although the development momentum of Chengdu's sports tourism industry is good, its current development status is still in the primary stage, with scattered scale and low system coupling. Its consumption has not become the main consumption of the sports or tourism industry, and there is a large development space. Through theoretical database queries, it was found that there is currently a lack of research literature on the "Chengdu Sports Tourism Industry". A literature search was conducted on China Knowledge Infrastructure with the theme of "Chengdu Sports", and a total of 1074 relevant literature were retrieved; A literature search was conducted on China Knowledge Infrastructure with the theme of "Chengdu Tourism", and a total of 603 relevant articles were retrieved. However, a literature search was conducted on China Knowledge Infrastructure with the theme of "Chengdu Sports Tourism", and only 77 relevant articles were retrieved. Therefore, it can be seen that there are relatively few relevant literature materials on the sports tourism industry in Chengdu, and the overall research on industry development is relatively scarce. Therefore, this article analyzes the current situation of sustainable development of Chengdu's sports tourism industry, seeks development opportunities, explores the high-quality development path of Chengdu's sports tourism industry, and provides reference for the future development of Chengdu's sports tourism industry.

Through in-depth exploration of the current situation, influencing factors, and future development directions of the sports tourism industry management model for sustainable development in Chengdu, China, the aim is to provide useful references and suggestions for promoting the sustainable development of Chengdu's sports tourism industry. Specifically, we will conduct in-depth research on the current situation of the sports tourism industry management model for sustainable development in Chengdu, China, and understand its current level of development and existing problems. At the same time, analyze the factors that affect the sports tourism industry management model for sustainable development in Chengdu, China, including resources, human operation, organizational structure, and other aspects. Finally, explore the sports tourism industry management model for sustainable development in Chengdu, China, to provide feasible paths and methods for achieving long-term stable development of Chengdu's sports tourism industry. Through comprehensive analysis of the above three research questions, we hope to contribute to the sports tourism industry management model for sustainable development in Chengdu, China, and also provide reference and inspiration for the development of sports tourism industry in other regions.

Research Objectives

1. To study the current situation and influencing factors of the sports tourism industry management for sustainable development in Chengdu, China.
2. To analyze the positive factors influencing the sports tourism industry management model for sustainable development in Chengdu, China.
3. To examine and evaluate the sports tourism industry management model for sustainable development in Chengdu, China.

Literature Review

1. Policies of sports tourism industry

In order to coordinate the development of various sports undertakings during the 14th Five Year Plan period and accelerate the construction of sports as a landmark event of the great rejuvenation of the Chinese nation, in accordance with the deployment of the Fifth Plenary Session of the 19th Central Committee of the Communist Party of China and the requirements of the 14th Five Year Plan for National Economic and Social Development of the People's Republic of China and the Long Range Objectives for 2035 and the Outline of Building a Sports Power, combined with the actual development of sports in China, the General Administration of Sport of China formulated and issued the 14th Five Year Plan for Sports Development in October 2021.

The 14th Five Year Plan for the Development of National Sports is a macro policy guidance for the sports tourism industry. It establishes the main tone for the development of the sports tourism industry and points out the direction for its future development; It proposes to promote industrial integration, encourage the development of "sports+tourism" and linkage with other industries, enrich sports tourism products and formats, help promote diversified economic development, and lay a solid foundation for the stable and sustainable development of the sports tourism industry.

2. The concept of sports tourism industry management for sustainable development

Yu and Cui (2022) proposed in "Exploration of the Development Path of Sports Tourism Industry under the Background of Industry Integration" that it is believed that the sports tourism industry is an important component of the sports industry, a new two points in the development of the tourism industry, a new economic field formed by the cross integration of the sports industry and the tourism industry, and a new industrial form that has emerged with the development of the times.

Wang (2022) proposed in "Attitude Measurement and Influencing Factors of Coupling and Coordination between China's Sports Industry and Tourism Industry Development" that the sports tourism industry is an effective way for the transformation of the sports industry, the upgrading of tourism consumption, and the improvement of economic quality and efficiency. It is an inherent demand for the high-quality development of China's sports and tourism industry and an important proposition for the prosperity of the sports and tourism industry in the new era.

3. Theoretical of sports tourism industry management model for sustainable development

Sports tourism industry management model for sustainable development refers to a series of comprehensive and systematic management concepts, methods, strategies, and mechanisms applied in the field of sports tourism to achieve long-term stable development

while considering economic, social, and environmental benefits. The development opportunities of China's sports tourism industry include various factors such as policy support, economic environment, social progress, and technological innovation (Ya & Cao, 2023).

4. The main factors affecting sports tourism industry management model for sustainable development in Chengdu, China.

In order to further clarify the factors that affect the sports tourism industry in Chengdu, and to further clarify the relevant factors that affect the sustainable development and management of the sports tourism industry in Chengdu. Based on relevant literature research, five main factors affecting the sports tourism industry in Chengdu have been identified: resources, human operations, marketing strategy, organizational structure, and life cycle.

5. Related research

Summarize four practical pathways for integrating sports tourism resources under the background of cultural and tourism integration. Firstly, focus on multidimensional planning and improve policy and institutional supply; The second point is to build an information technology platform and strengthen the mechanism for resource integration; The third point is to reasonably allocate resource elements and innovate tourism characteristic products; The fourth point is to accelerate the integration of business formats and cultivate versatile skilled talents (Sun, 2019)

Conduct research around resources, analyze red cultural resources, traditional ethnic sports resources, and other content, use SWOT, RMP and other analysis models, adopt clustering to discover future research trends, apply theoretical models, enrich resource connotations, highlight regional characteristics, and promote diversified integration. Based on the actual situation in our country, three prospects are proposed: firstly, to strengthen interdisciplinary cooperation and exchange, keep up with the times in 20 research hotspots, and actively apply various research methods in 30 (He, 2024).

Research Methodology

First, using qualitative methods research, structured interviews were conducted on the current situation and influencing factors of the sports tourism industry management for sustainable development in Chengdu, China. Through literature review and current situation investigation, combined with interview content, to understand the current situation and influencing factors of the sports tourism industry management for sustainable development in Chengdu, China.

Second, using quantitative methods research, a questionnaire survey was conducted on the influencing factors of the sports tourism industry management model for sustainable development in Chengdu, China. SMART PLS4.0 was used to analyze the collected questionnaire data, establish a structural equation model, and verify 5 hypotheses.

Third, using a mixed method research of qualitative and quantitative research. Qualitative analysis of focus group content to validate the sports tourism industry management model for sustainable development in Chengdu, China; Quantitatively questionnaires to evaluate the easibility, appropriateness, usefulness and accuracy of the questionnaire.

Research Conceptual Framework

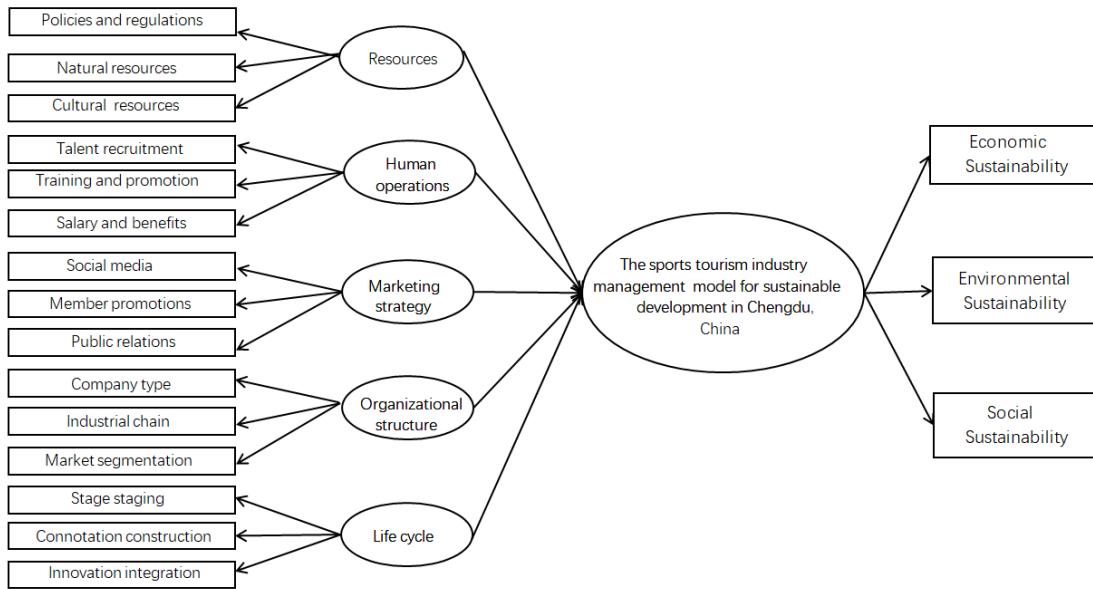


Figure 1 Conceptual model
Source: Constructed by the researcher

This study takes resources, human operations, marketing strategy, organizational structure, and life cycle as independent variables, and the dependent variable the sports tourism industry management for sustainable development in Chengdu, China. Based on literature review and research objectives, a model of the sports tourism industry management for sustainable development in Chengdu, China was constructed. The figure shows a schematic diagram of this model.

This conceptual model provides the basic hypothetical relationship between the five factors of resources, human operations, marketing strategy, organizational structure, and life cycle and the sports tourism industry management for sustainable development in Chengdu, China. Assuming the following:

H1: The resource factor influencing the sports tourism industry management model for sustainable development in Chengdu, China.

H2: The human operations factor influencing the sports tourism industry management model for sustainable development in Chengdu, China.

H3: The marketing strategy factor influencing the sports tourism industry management model for sustainable development in Chengdu, China.

H4: The organization structure factor influencing the sports tourism industry management model for sustainable development in Chengdu, China.

H5: The life cycle factor influencing the sports tourism industry management model for sustainable development in Chengdu, China.

Research Results

The research on the sports tourism industry management model for sustainable development in Chengdu, China. This paper adopts a mixed method research of qualitative and quantitative research

1. The current situation and the influencing factors the sports tourism industry management for sustainable development in Chengdu, China.

This section studies the current situation and the influencing factors the sports tourism industry management for sustainable development in Chengdu, China. Analysis of literature content. An analysis was conducted on the literature on "Sports tourism industry", "Sports tourism industry management", "Sports tourism industry management for sustainable development", and other aspects. Using "Sports tourism industry" as a search term, it appears in Chinese databases such as China knowledge network, Wan fang, and VIP; Search for "Operations", "Marketing strategy", "management", and "sustainability" in English databases such as PubMed and Web of Science. Science, using nearly 5 years of search time to summarize and reflect. Meanwhile, through on-site investigation of the incident and combining it with internal information, we filtered out the concepts and dimensions that were mentioned more frequently. A structured interview was conducted with Interviewee.

This study selected 15 interviewees for interviews. Analyzed the current situation of the sports tourism industry management for sustainable development in Chengdu, China. Explored the implementation methods of the sports tourism industry management for sustainable development in Chengdu, China. An analysis was conducted on the influencing factors of the sports tourism industry management for sustainable development in Chengdu, China. Studied the management standards and indicators for the sports tourism industry management for sustainable development in Chengdu, China. Suggestions were given to improve the sports tourism industry management level for sustainable development in Chengdu, China. Clarified the budget and utilization of the sports tourism industry management level for sustainable development in Chengdu, China. Emphasis was placed on the safety guarantee of the sports tourism industry management level for sustainable development in Chengdu, China. Provide ideas and references for the sustainable development of Chengdu's sports tourism industry from multiple perspectives and angles.

2. Analyze factors positive influencing the sports tourism industry management model for sustainable development in Chengdu, China.

2.1 Descriptive statistical analysis

The demographic characteristics of the respondents were analyzed in this study. The organization analyzed the basic information of the respondents and described the overall distribution of the sample from seven aspects: gender, age, nature of work, duration of work, highest education level, duration of participation in sports tourism, and reasons for joining sports tourism.

2.2 Reliability analysis

Table 1 Reliability testing

Variable	Dimension	Dimensional reliability	Variable reliability
Resource	Policies and regulations	0.923	0.897
	Natural resources	0.904	
	Cultural resources	0.883	
Human operations	Talent recruitment	0.892	0.917
	Training and promotion	0.906	
Marketing strategy	Salary and benefits	0.897	0.921
	Social media	0.930	
	Member Promotions	0.915	
Organizational structure	Public relations	0.918	0.915
	Company Type	0.939	
	Industrial Chain	0.912	
Life cycle	Market Segmentation	0.905	0.884
	Stage Staging	0.860	
	Connotation construction	0.882	
	Innovation integration	0.869	

The Cronbach's alpha coefficient was used as the evaluation index for the reliability test of the scale. Among them, the reliability of the six variables Resource, Human operations, Marketing strategy, Organizational structure, Life cycle, Management model, and their 18 dimensions reached 0.8 or above, and the reliability of each variable's dimension was also above 0.8. Therefore, the overall data results are relatively stable and reliable.

2.3 Validity analysis

Table 2 Validation Factor AVE and CR Index Values

Validity	CR	AVE	Validity	CR	AVE
Connotation construction	0.914	0.681	Natural resources	0.929	0.723
Cultural resources	0.914	0.680	Organizational structure	0.819	0.603
Company Type	0.953	0.804	Policies and regulations	0.942	0.765
Economic sustainability	0.896	0.633	Public relations	0.939	0.754
Environmental sustainability	0.955	0.811	Resource	0.798	0.569
Human operations	0.852	0.658	Salary and benefits	0.924	0.707
Industrial Chain	0.935	0.741	Social media	0.947	0.781
Innovation integration	0.906	0.658	Social sustainability	0.925	0.712
Life cycle	0.802	0.578	Stage Staging	0.899	0.641

Member Promotions	0.936	0.746	Training and promotion	0.930	0.728
Market Segmentation	0.932	0.732	Talent recruitment	0.921	0.699
Marketing strategy	0.833	0.625	management model	0.822	0.608

The results of the aggregate validity test showed that the combined reliability CR of the six variables and their dimensions in this survey were all above 0.7, and the average variance extraction (AVE) was higher than 0.5, indicating strong aggregation of variables and dimensions.

Table 3 Heterotrait-Monotrait Ratio (HTMT)

	Human operations	Life cycle	Marketing strategy	Organizational structure	Resource	Management model
Human operations						
Life cycle	0.637					
Marketing strategy	0.620	0.579				
Organizational structure	0.767	0.611	0.795			
Resource management model	0.527	0.594	0.511	0.440		
	0.782	0.868	0.784	0.856	0.762	

In the analysis of the six variable measurement models of Resource, Human Operations, Marketing Strategy, Organizational Structure, Life Cycle, and Management Model, the HTMT parameters between each variable were all below 0.9, which is below the standard requirement of 0.9. This indicates that the variables we constructed have good discriminant validity.

2.4 Structural Equation Model

This study used SmartPLS4.0 to establish a path model and imported the collected 365 sample data into it. The path model estimation diagram is shown in Figure 2.

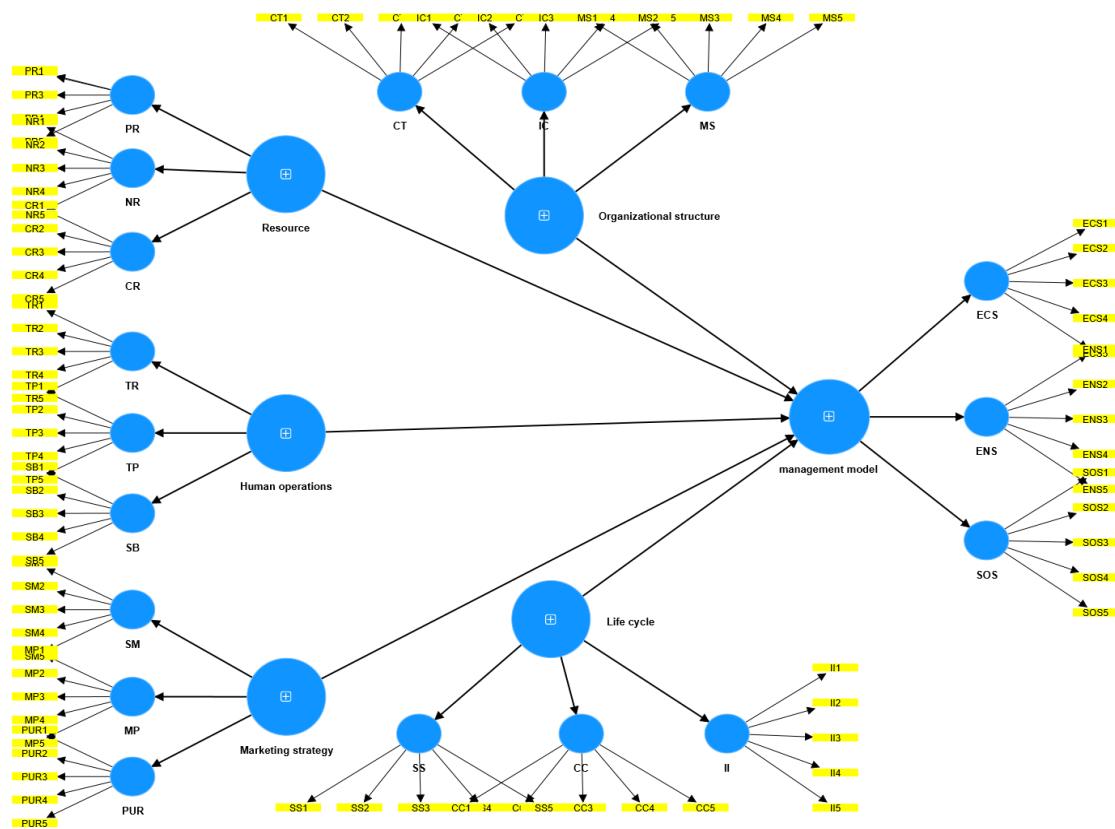


Figure 2 Schematic diagram of the structural model
Source: Constructed by the researcher

Table 4 Variable Interpretation Rate

	R-square	R-square adjusted	Result
CC	0.672	0.672	High
CR	0.558	0.557	medium
CT	0.625	0.624	medium
ECS	0.701	0.701	High
ENS	0.451	0.449	medium
IC	0.651	0.650	medium
II	0.642	0.642	medium
MP	0.617	0.616	medium
MS	0.535	0.534	medium
NR	0.545	0.544	medium
PR	0.607	0.605	medium
PUR	0.589	0.588	medium
SB	0.706	0.706	High
SM	0.674	0.673	High
SOS	0.679	0.678	High
SS	0.420	0.419	medium

TP	0.699	0.698	High
TR	0.567	0.566	medium
Management model	0.563	0.557	medium

The calculation results show that the five independent variables Resource, Human operations, Marketing strategy, Organizational structure, and Life cycle in the model have a predictive explanatory power of 0.563 for the dependent variable Management model, which is higher than 0.33 and belongs to a moderate or above level of explanatory power.

Table 5 Variable prediction determination coefficient

Regression path	f-square
Human operations -> Management model	0.034
Life cycle -> Management model	0.126
Marketing strategy ->Management model	0.036
Organizational structure ->Management model	0.067
Resource -> Management model	0.086

The calculation results show that the five independent variables Resource, Human operations, Marketing strategy, Organizational structure, and Life cycle in the model have a determination coefficient of not less than 0.02 for the dependent variable Management model, indicating relatively good predictive performance of the model.

Table 6 Correlation value analysis of predictive ability

	SSO	Residual Sum of Squares (SSE)	Q ² (=1-SSE/SSO)
Human operations	1095	745.612	0.319
Life cycle	1095	890.467	0.187
Marketing strategy	1095	812.354	0.258
Organizational structure	1095	855.756	0.218
Resource	1095	923.153	0.157

The calculation results show that the Q² statistical correlation of Resource's prediction of the dependent variable Management model is 0.319, the Q² statistical correlation of Human operations' prediction of the dependent variable Management model is 0.187, the Q² statistical correlation of Marketing strategy's prediction of the dependent variable Management model is 0.258, the Q² statistical correlation of Organizational structure's prediction of the dependent variable Management model is 0.218, and the Q² statistical correlation of Life cycle's prediction of the dependent variable Management model is 0.157.

2.5 Structural model path coefficients/relationships

Table 7 Hypothesis Testing

Regression path	β	SE	T	P	95% Lower	95% Upper	Result
Human operations →Management model	0.155	0.047	3.289	0.001	0.065	0.250	supported
Life cycle →Management model	0.277	0.049	5.610	0.000	0.184	0.376	supported
Marketing strategy →Management model	0.158	0.047	3.375	0.001	0.067	0.250	supported
Organizational structure →Management model	0.225	0.054	4.159	0.000	0.115	0.329	supported
Resource →Management model	0.219	0.045	4.817	0.000	0.127	0.307	supported

The path coefficient test results show that after standardizing the variable Human operations, its path coefficient is 0.155, and the t-value is 3.289, which is greater than 1.96 and corresponds to $P<0.001$; After standardizing the variable Life cycle, the coefficient of its path is 0.277, and the t-value is 5.610, which is greater than 1.96 and corresponds to $P<0.001$; After standardizing the variable Marketing strategy, the coefficient of its path is 0.158, and the t-value is 3.375, which is greater than 1.96 and corresponds to $P<0.001$; After standardizing the variable Organizational structure, the coefficient of its path is 0.225, and the t-value is 4.159, which is greater than 1.96 and corresponds to $P<0.001$; After standardizing the variable Resource, the coefficient of their path is 0.219, and the t-value is 4.817, which is greater than 1.96 and corresponds to $P<0.001$; Based on the above indicators, it can be concluded that the path described in this hypothesis is significant, proving that the hypothesis is valid. This indicates that hypotheses H1, H2, H3, H4, and H5 have been validated, and the five independent variables in this study have a significant positive impact on the dependent variable management model.

3. Examine and evaluate the sports tourism industry management model for sustainable development in Chengdu, China

This stage adopts a mixed method research of qualitative and quantitative research, using focus group and questionnaires to evaluate the feasibility, appropriateness, usefulness, and accuracy as the main data collection tool.

Research has found that the influencing factors of the sports tourism industry management model for sustainable development in Chengdu, China, as a core category of development direction, can connect and explain the correlation between various categories. Therefore, the researchers constructed a theoretical model of the sports tourism industry management model for sustainable development in Chengdu, China, with Resource、Human operations、Marketing strategy、Organizational structure、Life cycle as the core. Experts unanimousil agree that the sports tourism industry management model for sustainable development in Chengdu, China. Is Feasibility, Useful, Appropriate, Accuracy.in A lot level-The most level. Be seen that the above content is an important influencing factor the sports tourism industry management model for sustainable development in Chengdu, China.

Discussion

1. Resources has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China. The rational integration of resources can bring more development opportunities for Chengdu's sports tourism industry. Corresponds to Ma&Li (2023) believe that studying policies, resources, and other aspects can promote complementary advantages, form development synergy, and promote the healthy and sustainable development of sports tourism industry.

2. Human operations has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China. Efficient human operations can inject strong impetus into the sustainable development of Chengdu's sports tourism industry. Corresponds to Liao (2022) pointed out that strengthening human operations can enhance the core competitiveness of industries and promote sustainable and high-quality development of industries.

3. Marketing strategy has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China. A reasonable marketing strategy can expand the popularity and influence of Chengdu sports tourism, providing a solid guarantee for the sustainable development of Chengdu's sports tourism industry. Corresponds to He (2022) proposed targeted marketing strategies that can meet the actual situation of enterprise development, have good practical significance, and enhance the core competitiveness of the enterprise.

4. Organizational structure has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China. A scientifically reasonable organizational structure can effectively promote the efficient operation of the sustainable development management mode of Chengdu's sports tourism industry. Corresponds to Feng (2023) believes that organizational structure has a positive impact on strengthening management and expanding development.

(5)Life cycle has a significant positive impact on the sports tourism industry management model for sustainable development in Chengdu, China. Accurately grasping the lifecycle can ensure that the sustainable development management model of Chengdu sports tourism industry always adapts to market changes and industry demands. Corresponds to Liu (2023) believes that lifecycle research has a significant impact on enhancing industrial value.

Conclusion

The development of Chengdu's sports tourism industry has achieved significant results, and the current situation is as follows: the industry scale continues to grow, policy support is gradually improving, sports events and activities are gradually increasing, market entities are constantly growing, and the integration effect of Chengdu's sports tourism industry is gradually emerging. The sports tourism industry in Chengdu is a systematic industry, and its influencing factors include multiple aspects such as resources, human operations, marketing strategy, organizational structure, and life cycle.

Through quantitative data analysis, it was found that five influencing factors, namely resources, human operations, marketing strategy, organizational structure, and life cycle, have played a significant positive role in the sports tourism industry management model for sustainable development in Chengdu, China.

The expert examin and evaluation of the sustainable development management model of sports tourism industry in Chengdu, China is feasibility, useful, appropriate and accuracy. And further confirmed that the five variables of resources, human resources operation, marketing strategy, organizational structure, and life cycle have a positive impact on the sports tourism industry management model for sustainable development in Chengdu, China.

Overall, in-depth research on the sports tourism industry in Chengdu has provided a certain theoretical basis for subsequent research in this field. On the one hand, the factors that affect the sustainable development of Chengdu's sports tourism industry have been identified, providing targeted improvement directions for the industry's development; On the other hand, the explored sustainable development management model provides a model and experience for the development of sports tourism industry in other regions, which helps to promote the overall development of China's sports tourism industry towards a more sustainable path.

Recommendations

1. Theoretical Recommendations

At the theoretical level, attention should be paid to the diversified integration of resources, the professionalization of human operations, the innovative development of marketing strategy, the efficient construction of organizational structures, and the dynamic grasp of the life cycle. In terms of resources, integrate natural, cultural, and sports resources to create a unique combination of sports tourism products. In terms of human operations, strengthen the training and introduction of professional talents, and improve the quality of practitioners. Marketing strategy should combine market trends and consumer demand, and innovate promotion methods. The organizational structure should be continuously optimized to improve decision-making efficiency and execution capabilities. Meanwhile, adjust development strategies according to different stages of the life cycle.

2. Policy Recommendations

The government should strengthen planning guidance, formulate development plans for the sports tourism industry, clarify development directions and key areas. Introduce special support policies to encourage enterprises to develop sports tourism. Strengthen industry supervision, regulate market order, and protect consumer rights and interests. Increase investment in the construction of sports tourism infrastructure and enhance the hardware conditions for industrial development.

3. Further Research Recommendations

In practical operation, it is necessary to deeply explore Chengdu's unique resource advantages and develop sports tourism products with local characteristics. Emphasize talent cultivation and motivation, and build a professional and efficient operation team. Establish a talent incentive mechanism to attract and retain outstanding talents. Utilize various channels such as new media for marketing and promotion to enhance brand awareness. Optimize the organizational structure of the enterprise and improve management efficiency. Timely adjust products and services based on market feedback to extend the industry lifecycle.

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