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# Research on the Development of Marine Leisure Sports in Small and Medium-Sized Cities

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#### **Abstract**

Background/Objectives: This study aimed to identify and prioritize factors for the development of marine leisure sports in small and medium-sized cities.

Methods/Statistical analysis: The Delphi survey and hierarchical analysis were used as research methods, and conclusions were derived based on the results of the analyses.

Findings: Firstly, the top factors for the development of marine leisure sports in small and medium-sized cities were identified in the order of price, facilities, program, environment, and human resources.

Secondly, sub-factors for the program factor were diversity, expertise, safety, segmentation, and program development. Price factors appeared as tuition fees, additional facility fees, package product development, membership operations, and coupon systems. Sub-factors for human resources were staff friendliness, staff diligence, staff proactiveness, instructor friendliness, and instructor expertise. Environmental factors were listed as business accessibility, organized facilities, tourist site accessibility, cleanliness/hygiene, and public transportation convenience. Sub-factors for facilities were showers, restrooms, parking lots, convenience facilities, and equipment replacement.

Thirdly, among the factors for the development of marine leisure sports in small and medium-sized cities, the most important sub-factors were found to be safety for the program factor, tuition fees for the price factor, instructor friendliness for the human resources factor, business accessibility for the environmental factor, and equipment replacement for the facility factor.

Improvements/Applications: Based on these results, it is considered important for local governments of small and medium-sized cities to focus on the management and supervision of facilities, operation programs, safety management, and human resources, especially instructors.

**Keywords:** Marine Leisure Sports, Environmental factors.

#### 1. Introduction

Recently, one of the most significant aspects of our daily lives is the growing interest in leisure sports culture. Marine leisure sports consumers have varied tastes, preferences, and desires, which is why the number of businesses in this industry is increasing, even in

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challenging environments. To cater to this diverse clientele, it is crucial for business owners to have differentiated marketing strategies.

Marine leisure sports include popular activities like water skiing and wakeboarding. These activities are generally categorized as adventurous recreational activities and adventure sports. Water skiing satisfies human's desire for challenges and offers freedom on the water. Moreover, the combination of speed and thrill ensures its continued popularity among the public[1]. Wakeboarding, along with winter sports like snowboarding, is gaining popularity among younger generations. Since it can be enjoyed on rivers and lakes, wakeboarding is appreciated as a leisure sport promoting health in harmony with nature. Activities like water skiing and wakeboarding contribute significantly to national leisure demands and tourism promotion. Not only that, but they also have a high value-added nature, which can significantly contribute to the sports industry's growth. In essence, marine leisure sports play a pivotal role concerning community development[2]. However, the marine leisure sports industry seems more concerned about increasing facilities than satisfying users' demands. Therefore, to generate high value-added, marine leisure sports need to meet users' needs. They should also possess competitive marketability and be able to implement systematic and specific marketing strategies. South Korea boasts optimal regional advantages for marine leisure sports. Yet, there is a lack of research to leverage these benefits.

Recently, many studies have been conducted regarding the development of the leisure sports industry. From a modern perspective, user development is manifested through user behavior. As such, both from a corporate and socio-economic standpoint, it's gaining importance and evolving into an independent academic field. The studies on this topic show noticeable differences from traditional models. Firstly, instead of an economic model, emphasis is placed on the decision-making process and psychological activities of consumers. Secondly, various variables and their interrelationships are primarily based on theories developed in behavioral science. Thirdly, contemporary models focus on the consumer decision-making process. Therefore, the structure of these models mainly involves a mix of workflow diagrams[3].

Development in marine leisure sports is a characteristic recognized by users. These developments can either be dynamic or static. Static factors remain constant once decided, but dynamic ones can change depending on situations. Such developments offer significant cues determining users' behaviors. From a manager's perspective, these become the foundational data for analyzing users' actions. Previous studies on leisure sports development include research on ski resort developments[4, 5], motives for participating in marine leisure sports, and satisfaction levels[6, 7]. These studies extracted development factors to analyze participation motives, satisfaction, and repurchase intentions.

However, these factors alone are insufficient in explaining the behaviors and attitudes of users with diverse needs. Hence, this study decided to gather expert opinions to foster the development of marine leisure sports in small to medium cities. Through expert feedback, the study aims to understand users' diverse needs. Recognizing these needs will assist in predicting the development of marine leisure sports users. This process will not only improve marine leisure sports but will also pave the way for enhancing user satisfaction. Therefore, this study's objective is to establish effective strategies for marine leisure sports development. The specific research problems to achieve this objective are as follows: Firstly, what are the development factors for marine leisure sports in small to medium cities? Secondly, what are the sub-factors of these development factors? Thirdly, what are the priorities among these development factors?

#### 2. Research Methodology

#### 1. Research Participants

The participants of this study were selected based on their potential contribution to the development of marine leisure sports in small and medium-sized cities. The selection criteria were experts with experience and specialized knowledge related to marine leisure sports. The sampling method of the participants was chosen as purposeful sampling, which is one of the non-probability sampling methods. Following the recommendation of a prior study[9] on the Delphi technique, which suggested that a group of approximately 20 experts is suitable, a total of 17 experts were ultimately chosen. They all agreed to participate in the study. The composition of the expert group is as shown in <Table 1>.

Table 1. Composition of the Expert Group

| Group      | Selection Criteria                     | Experience (Years) | Number |
|------------|--|--------------------|--------|
| Professor  | Marine Leisure Sports Major            | 11.3               | 3      |
| Doctorate  | Marine Leisure Sports Major            | 4.8                | 3      |
| Operator   | Marine Leisure Sports Facility         | 7.0                | 3      |
| Enthusiast | Over 10 years in Marine Leisure Sports | 16.4               | 5      |
| Instructor | Over 10 years in Marine Leisure Sports | 21.5               | 3      |
| Total      |  |                    | 17     |

#### 2. Research Tools

In this study, a questionnaire was used as a research tool. The draft questionnaire, designed to identify development factors and priorities, was based on various prior research data. The development factors were then extracted using the Delphi technique. The questionnaire for this study consisted of five development factors: program, price, human resources, environment, and facilities. Examples and explanations of questions were provided to assist the experts in their responses. Previous studies[5,6,7] specifically mention these five factors.

#### 3. Research Procedure

This study was conducted according to the following procedures to derive the important factors and analyze the priorities for the development of marine leisure sports in small and medium-sized cities.

In the first step, we investigated and collected concepts related to marine leisure sports, policies, and prior studies. In the second step, we identified essential factors for the development of marine leisure sports in small and medium-sized cities using the consensus Delphi technique among a group of 17 experts. The Delphi survey was conducted in three stages. The first survey used open-ended questionnaires. The second and third surveys used structured questionnaires. In the third step, we determined the final priorities using hierarchical analysis based on the factors derived from the Delphi survey analysis. We conducted a pairwise comparison survey on these important factors targeting the same group of experts.

## ) First Delphi Survey

Before conducting the first Delphi survey, the selected 17 experts were thoroughly informed about the research purpose, methodology, and future schedule via email, phone calls, and face-to-face interviews. After this, we obtained their consent for participation.

The first Delphi survey questionnaire was sent to the 17 experts via email, and all of them responded. The answers from the first Delphi survey were categorized based on content analysis. Based on this, we structured the second Delphi survey tool.

#### 2) Second Delphi Survey

The second Delphi survey categorized the factors explored in the first Delphi survey by domain through expert consultation. Factors related to the development of marine leisure sports, as presented in previous studies, were considered for categorization. Upon request, experts reviewed the factors, and items with similar meanings were revised and refined, then classified into higher and lower domain areas.

#### 3) Third Delphi Survey

The third Delphi survey was a re-examination of the factors explored in the second Delphi survey, with provisions for additions, modifications, or deletions. For each item, we noted the Likert 5-point scale rating results, including the mean, standard deviation, median, consensus level, convergence, and the Content Validity Ratio (CVR). We checked the consistency of opinions among experts, and the derived factors were finally categorized by domain after revisiting them with relevant experts.

#### 4) Hierarchical Analysis

For the hierarchical analysis, we used a questionnaire based on a 9-point ratio scale for pairwise factor comparisons. We gathered opinions from the same group of experts who participated in the consensus Delphi survey. We provided them with detailed explanations and examples of how to complete the hierarchical analysis questionnaire beforehand. The hierarchical analysis process compared each factor in a 1:1 pairwise comparison to determine relative importance before deriving the final priorities.

#### 4. Data Processing

To provide factors for the development of marine leisure sports, we compared and judged the relative importance of development factors. Experts without specialized knowledge, when responding to the survey, may produce a non-significant consistency index (CI), so we exclusively sampled and extracted from an expert population. The data processing of this study ensured the reliability of the data and underwent encoding for statistical processing. We used EC-2000 for hierarchical analysis from the input data. Before conducting the hierarchical analysis, we used the Excel program to analyze cases where the geometric mean (geomean) value was less than or equal to 1.

#### 3. Research Results

#### 1. Development Factors of Marine Leisure Sports

Factors contributing to the development of marine leisure sports were initially presented through literature. For instance, the development factors for leisure sports consumers were categorized into facilities, programs, atmosphere, cost, and services[6]. Marine leisure sports were classified into five elements: program, staff (instructors), facilities, and environment[11]. Factors influencing customer satisfaction in marine leisure sports were categorized into five: program, staff, instructor, main facilities, and auxiliary facilities[7]. Factors influencing university student golfers' service satisfaction were differentiated into seven: price, staff, caddy, course, reservation, transportation, and restaurant[12]. Selection factors for windsurfing clubs were extracted as five:

convenience of transportation and facilities, instructional ability of leaders, fellowship, natural conditions, and annual fees[13]. Ski resort development was categorized into four: sales promotion, location, price, and facilities[4]. After examining the development factors from prior studies, various factors such as transportation, facilities, instructors, fellowship, natural conditions, annual fees, prices, staff, sales promotions, location, and auxiliary facilities emerged. However, this study aimed to discover which factors users consider crucial before using marine leisure sports, and factors were categorized more by external motivations rather than internal ones. That is, they were classified into five: price, program, facilities, human resources, and environment.

Experts were consulted to determine the development of marine leisure sports, and based on prior research, Delphi survey questions were explained and exemplified. Specific questions or alternatives were provided to stimulate the experts' thoughts and ideas. That is, experts were asked to respond to any other factors beyond the five mentioned in the survey when responding to the Delphi survey. However, after completing three rounds of the Delphi method, it was determined that the most critical factors for the development of marine leisure sports were price, program, human resources, environment, and facilities.

#### 2. Sub-factors for the Development of Marine Leisure Sports

The first Delphi survey inquired about other factors influencing the selection of marine leisure sports beyond the primary five factors. The sub-factors from the first Delphi survey are shown in <Table 2>.

Table 3. Sub-factors through the second Delphi survey

| Development     | Sub-factor   |
|-----------------|--|
| Program         | Diversity, Expertise, Safety, Segmentation, Uniqueness, Program  |
| Price           | Lesson fee, Additional facility fee, Package product development,<br>Membership system operation, Coupon system, Group discount fee  |
| Human Resources | Staff friendliness, Staff diligence, Staff proactivity, Leader friendliness, Leader expertise, Employee welfare improvement          |
| Environment     | Business location accessibility, Organized facilities, Tourist spot accessibility, Cleanliness/hygiene, public transport convenience |
| Facilities      | Shower room, Restroom, Parking lot, Convenience facilities, Equipment replacement  |

As in <Table 2>, the result of the first Delphi survey showed a total of 10 sub-factors for the program, 13 for price, 13 for human resources, 22 for environment, and 25 for facilities. These extracted factors were manually integrated and removed by analyzing similar and less important items in collaboration with three professors of marine leisure sports and three doctoral students of marine leisure sports. Through this process, development factors were adjusted. As a result of the survey, overlapping factors were grouped, and similar concept factors were organized to list 28 factors. As in <Table 3>, there were 6 factors for the program, 6 for price, 6 for human resources, 5 for environment, and 5 for facilities. The data from the second Delphi survey is as in <Table 3>

In the third Delphi survey, sub-factors with an average value of less than 4.0 and a CV value of more than 25% were removed. The resulting data is as in <Table 4>.

- 3. Priority of Factors for Marine Leisure Sports Development
- 1) Priority of Program Factors

Table 4. Priority of Program Factors

| Factor             | Weight | Priority |
|--------------------|--------|----------|
| Diversity          | .141   | 3        |
| Expertise          | .168   | 2        |
| Safety             | .263   | 1        |
| Segmentation       | .099   | 5        |
| Program Developmen | .113   | 4        |

# CI(consistency index)=.01

As shown in <Table 4>, when examining the relative importance and priority of factors for marine leisure sports development in small and medium-sized cities, safety was the highest at 26.3%. This was followed by expertise at 16.8%, diversity at 14.1%, program development at 11.3%, and segmentation at 9.9%. The consistency index (CI) was .01, indicating that it met the consistency requirement.

Among the sub-factors of the program, uniqueness, group discount fee for price, and staff welfare improvement for human resources were deleted as they had average values less than 4.0 or CV values greater than 25%. Through the first, second, and third Delphi analyses, 25 sub-factors were ultimately adopted in this study.

Table 4. Descriptive statistics of sub-factors through the third Delphi survey

|             |                                | Resul                 |                   |          |  |
|-------------|--------------------------------|-----------------------|-------------------|----------|--|
| Development | Sub-factor                     | M±SD                  | Coefficient (CV%) | Adoption |  |
|             | Diversity                      | 4.06±.73              | 17.9%             | 0        |  |
|             | Expertise                      | 4.56±.62              | 13.5%             | 0        |  |
| D           | Safety                         | 4.67±.77              | 16.4%             | 0        |  |
| Program     | Segmentation                   | 4.44±.62              | 13.8%             | 0        |  |
|             | Uniqueness                     | 4.06±1.14             | 28.4%             | ×        |  |
|             | Program Development            | 4.33±.69              | 15.8%             | 0        |  |
|             | Lesson Fee                     | 4.56±.62              | 13.5%             | 0        |  |
| Price       | Additional Facility Fee        | 4.67±.48              | 10.4%             | 0        |  |
|             | Package Product<br>Development | <sup>t</sup> 4.06±.81 | 19.8%             | 0        |  |
|             | Membership Operation           | 4.61±.70              | 10.9%             | 0        |  |
|             | Coupon System                  | 4.61±.50              | 15.1%             | 0        |  |
|             | Group Discount Fee             | 3.94±1.11             | 28.1%             | ×        |  |
| Human       | Staff Friendliness             | 4.50±.62              | 13.7%             | 0        |  |

|             | _                               |           |       |   |
|-------------|---------------------------------|-----------|-------|---|
| Resources   | Staff Sincerity                 | 4.67±.59  | 12.7% | 0 |
|             | Staff Proactivity               | 4.50±.62  | 13.7% | 0 |
|             | Instructor Friendliness         | 4.61±.50  | 10.9% | 0 |
|             | Instructor Expertise            | 4.50±.51  | 11.4% | 0 |
|             | Staff Welfare<br>Improvement    | 3.78±1.06 | 28.1% | × |
|             | Business Accessibility          | 4.06±0.94 | 23.1% | 0 |
|             | Organized Facility              | 4.56±0.51 | 11.2% | 0 |
| Environment | Tourist Site Accessibility      | 4.39±0.69 | 15.9% | 0 |
|             | Cleanliness/Hygiene             | 4.44±0.70 | 15.9% | 0 |
|             | Public Transport<br>Convenience | 4.39±0.78 | 17.7% | 0 |
|             | Shower Room                     | 4.50±0.52 | 11.4% | 0 |
| Facilities  | Restroom                        | 4.17±0.62 | 14.8% | 0 |
|             | Parking Lot                     | 4.11±0.58 | 14.2% | 0 |
|             | Convenience Facility            | 4.33±0.59 | 13.7% | 0 |
|             | Equipment Replacement           | 4.50±0.62 | 13.7% | 0 |

# 2) Priority of Price Factors

As shown in <Table 5>, when examining the relative importance and priority of price factors for marine leisure sports development in small and medium-sized cities, the lesson fee was the highest at 20.6%. This was followed by package product development at 17.7%, coupon system at 15.0%, membership operation at 14.3%, and additional facility fee at 13.9%. The consistency index (CI) was .01, indicating that it met the consistency requirement.

Table 5. Priority of Price Factors

| Factor                      | Weight | Priority |
|-----------------------------|--------|----------|
| Lesson Fee                  | .206   | 1        |
| Additional Facility Fee     | .139   | 5        |
| Package Product Development | .177   | 2        |
| Membership Operation        | .143   | 4        |
| Coupon System               | .150   | 3        |
| CI(consistency index)=.01   |        |          |

#### 3) Priority of Human Resources Factors

As shown in <Table 6>, when examining the relative importance and priority of human resources factors for marine leisure sports development in small and medium-sized cities,

instructor friendliness was the highest at 24.0%. This was followed by instructor expertise at 22.3%, staff friendliness at 19.1%, staff sincerity at 13.7%, and staff proactivity at 10.0%. The consistency index (CI) was .01, indicating that it met the consistency requirement.

Table 6. Priority of Human Resources Factors

| Factor                  | Weight | Priority |
|-------------------------|--------|----------|
| Staff Friendliness      | .191   | 3        |
| Staff Sincerity         | .137   | 4        |
| Staff Proactivity       | .100   | 5        |
| Instructor Friendliness | .240   | 1        |
| Instructor Expertise    | .223   | 2        |

#### CI(consistency index)=.01

# 4) Priority among Environmental Factors

Table 7. Priority among Environmental Factors

| Factor                                 | Weight | Priority |
|--|--------|----------|
| Accessibility to the Business Location | .268   | 1        |
| Well-organized Facilities              | .191   | 3        |
| Tourist Attraction Accessibility       | .149   | 4        |
| Cleanliness/Hygiene                    | .249   | 2        |
| Convenience of Public Transportation   | .142   | 5        |

# CI(consistency index)=.01

According to <Table 7>, when looking at the relative importance and priority of the environmental factors for the development of marine leisure sports in smaller cities, Accessibility to the Business Location was the highest at 26.8%. This was followed by Cleanliness/Hygiene at 24.9%, Well-organized Facilities at 19.1%, Tourist Attraction Accessibility at 14.9%, and Convenience of Public Transportation at 14.2% in terms of weight. The Consistency Index (CI) was shown to be .01, indicating consistency.

# 5) Priority among Facility Factors

Table 8. Priority among Facility Factors

| Factor               | Weight | Priority |
|----------------------|--------|----------|
| Shower Room          | .132   | 5        |
| Restroom             | .187   | 2        |
| Parking Lot          | .143   | 4        |
| Convenience Facility | .182   | 3        |

#### CI(consistency index)=.01

According to <Table 8>, when examining the relative importance and priority of facility factors for the development of marine leisure sports in smaller cities, Equipment Replacement ranked highest at 21.0%. This was followed by Toilet at 18.7%, Convenience Facilities at 18.2%, Parking Lot at 14.3%, and Shower Room at 13.2% in terms of weight. The Consistency Index (CI) was shown to be .01, indicating consistency.

6) Priority of Importance in the Development of Marine Leisure Sports

Table 9. Priority of Top Factors in the Importance of Development of Marine Leisure Sports

| Factor          | Weight | Priority |
|-----------------|--------|----------|
| Program         | .195   | 3        |
| Price           | .271   | 1        |
| Human Resources | .118   | 5        |
| Environment     | .170   | 4        |
| Facilities      | .245   | 2        |

#### CI(consistency index)=.01

According to <Table 9>, when analyzing the priority of top factors in the importance of the development of marine leisure sports in smaller cities, Price was the highest at 27.1%. This was followed by Facilities at 24.5%, Program at 19.5%, Environment at 17.0%, and Human Resources at 11.8% in terms of weight. The Consistency Index (CI) was shown to be .01, indicating consistency.

#### 4. Discussion

Based on the results regarding the key factors for the development of marine leisure sports in small and medium-sized cities, the following discussion can be made.

This study identified five factors essential for the development of marine leisure sports in small and medium-sized cities: program, price, human resources, environment, and facilities. In relation to this, An, Park & Song[7] classified the attributes of marine leisure sports experience spaces into environment, accessibility, service, and perceived risk, partially supporting this study. Baek[13] identified factors for choosing a windsurfing club as convenience, instructor training ability, socializing, environment, and membership fee, presenting results similar to this study. Yoon & Park[11] categorized marine resort selection attributes as human service, cultural and recreational facilities, price, and natural landscape. Such preceding studies confirmed the findings of this study, emphasizing program, price, human resources, environment, and facilities as crucial factors for the development of marine leisure sports in small and medium-sized cities.

Among the factors for the development of marine leisure sports in small and mediumsized cities, the program factor appeared in the order of safety, professionalism, diversity, program development, and segmentation. Marine leisure sports are activities done in nature, unlike artificially created facilities. Given this nature, the importance of safety in marine leisure sports can be perceived as higher compared to other sports. Social interactions manifested in marine leisure sports vary widely. Beyond the sports activities, participants share information from their daily lives, fostering a diverse culture of integration[14]. Strengthening mutual trust, emotional bonds, and interactions can lead to participation in marine leisure sports in small and medium-sized cities. A study[6] asserting safety as the most critical factor in marine leisure selection supports this study. For small and medium-sized cities, continuous development of dynamic programs, diverse activities in the sea, programs accessible to all, and safety-oriented programs is essential.

Among the marine leisure sports development factors in small and medium-sized cities, the price factor was highlighted as lesson fees, package product development, coupon system, membership operations, and auxiliary facility fees. The significance of lesson fees indicates that the primary purpose of using marine leisure sports is for lessons. Most participants in marine leisure sports in small and medium-sized cities partake in activities for at least an overnight trip. Therefore, this study confirms the need for package product development alongside lesson fees. Research[4] targeting ski resort users also emphasized the importance of usage fees and suggested active participation when discounts or benefits are given. Thus, in small and medium-sized cities, strategies to reduce rental costs or support instructors' lesson fees should be explored.

For the human resources factor, the order of importance was the instructor's kindness, professionalism, and staff's kindness, sincerity, and proactiveness. Users of marine leisure sports in small and medium-sized cities are always interacting with instructors and staff. Therefore, instructors and staff must be kind and should also possess professionalism. This result can be attributed to the weight given to instructors' professionalism, just as lesson fees were considered significant in the price factor. In relation, a study[15] supports this research by stating that the instructor factor has the most considerable influence in sports centers. Another research[16] emphasizing staff's kindness and politeness also underscores the importance of these attributes. Therefore, continuous training programs for instructors and staff's kindness should be implemented concurrently in small and medium-sized cities.

Regarding the environment factor, the order of importance was business accessibility, cleanliness/hygiene, organized facilities, tourist spot accessibility, and public transportation convenience. Users in small and medium-sized cities prefer experiencing marine leisure sports within the shortest time rather than over an extended period. Also, cleanliness and hygiene are priorities since marine leisure sports involve direct contact with water. Supporting this, Kim[4] mentioned that ski users prioritize facility accessibility, endorsing this study's findings. Users of marine leisure sports in small and medium-sized cities often desire various leisure activities, implying the importance of accessibility to tourist spots. Ultimately, small and medium-sized cities should establish an environment that is hygienic and provides easy access to restaurants and tourist spots to increase future users.

Concerning the facility factor, the order was equipment replacement, restrooms, convenience facilities, parking lots, and showers. Marine leisure sports facilities often use expensive equipment. Operators consider replacing outdated equipment but hesitate due to costs. This directly relates to users' safety. Thus, comprehensive inspections of equipment are necessary in small and medium-sized cities, and affordable replacement options for old equipment should be made available. In other words, small and medium-sized cities should secure specialized facility management personnel for marine leisure sports and conduct regular inspections.

#### 5. Conclusion

This study aimed to identify and prioritize factors for the development of marine leisure sports in small and medium-sized cities. The Delphi survey and hierarchical analysis were used as research methods, and conclusions were derived based on the results of the analyses.

Firstly, the top factors for the development of marine leisure sports in small and mediumsized cities were identified in the order of price, facilities, program, environment, and human resources.

Secondly, sub-factors for the program factor were diversity, expertise, safety, segmentation, and program development. Price factors appeared as tuition fees, additional facility fees, package product development, membership operations, and coupon systems. Sub-factors for human resources were staff friendliness, staff diligence, staff proactiveness, instructor friendliness, and instructor expertise. Environmental factors were listed as business accessibility, organized facilities, tourist site accessibility, cleanliness/hygiene, and public transportation convenience. Sub-factors for facilities were showers, restrooms, parking lots, convenience facilities, and equipment replacement.

Thirdly, among the factors for the development of marine leisure sports in small and medium-sized cities, the most important sub-factors were found to be safety for the program factor, tuition fees for the price factor, instructor friendliness for the human resources factor, business accessibility for the environmental factor, and equipment replacement for the facility factor.

Based on these results, it is considered important for local governments of small and medium-sized cities to focus on the management and supervision of facilities, operation programs, safety management, and human resources, especially instructors.

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