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## **Porter's Model in the Digital Background: Building Competitive Advantage in Sports Marketing**

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MSc in Business Administration

Supervisor:

PhD, Leandro Luís Ferreira Pereira, Associate Professor with Habilitation, ISCTE-IUL

March , 2024



Marketing, Operations and General Management Department

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## **Resumo**

A vantagem competitiva é de grande importância. Ao aplicar o modelo das cinco forças de Porter, este estudo visa explorar profundamente como vários fatores deste modelo afetam a construção de vantagens competitivas corporativas no ambiente de marketing esportivo digital. Através da análise de regressão linear de 97 amostras, o estudo concluiu que o grau de concorrência entre os concorrentes na indústria, a ameaça de potenciais novos participantes, a ameaça de substitutos e serviços, e o poder de negociação dos compradores e vendedores têm todos um impacto significativo sobre vantagem competitiva de uma empresa. Entre eles, o grau de concorrência dentro da indústria tem o impacto negativo mais significativo na vantagem competitiva de uma empresa, apontando que as empresas precisam de fazer investimentos significativos em inovação de produtos e estratégias de marketing para lidar com a concorrência no mercado. A investigação também enfatiza a ameaça de novos participantes e a importância da diversificação de serviços substitutos, exigindo que as empresas prestem muita atenção às mudanças do mercado e adotem preços flexíveis e estratégias de mercado para manterem vantagens competitivas. Esta pesquisa fornece às empresas da área de marketing esportivo digital uma perspectiva importante sobre o estabelecimento de vantagens competitivas e fornece uma base teórica e orientação prática para a formulação de estratégias de mercado eficazes. A investigação futura pode explorar ainda mais a eficácia destas estratégias em diferentes ambientes de mercado e contextos culturais, bem como a forma de inovar e otimizar continuamente num ambiente digital em rápida mudança.

Palavras-chave : marketing esportivo digital; vantagem competitiva; modelo das cinco forças de Porter; análise de regressão linear; estratégia de mercado; inovação corporativa

### **Classificação JEL:**

*M31 - Marketing*

*M37 - Publicidade*

*O35 - Inovação Social*





## Summary

Competitive advantage is of great significance. By applying Porter's five forces model, this study aims to deeply explore how various factors under this model affect the construction of corporate competitive advantages in the digital sports marketing environment. Through linear regression analysis of 97 samples, the study found that the degree of competition among competitors in the industry, the threat of potential new entrants, the threat of substitutes and services, and the bargaining power of buyers and sellers all have a significant impact on a company's competitive advantage. . Among them, the degree of competition within the industry has the most significant negative impact on a company's competitive advantage, pointing out that companies need to make significant investments in product innovation and marketing strategies to cope with market competition. The research also emphasizes the threat of new entrants and the importance of substitute service diversification, requiring companies to pay close attention to market changes and adopt flexible pricing and market strategies to maintain competitive advantages. This research provides enterprises in the field of digital sports marketing with an important perspective on establishing competitive advantages, and provides a theoretical foundation and practical guidance for formulating effective market strategies. Future research can further explore the effectiveness of these strategies in different market environments and cultural contexts, as well as how to continuously innovate and optimize in a rapidly changing digital environment.

Keywords: Digital sports marketing; competitive advantage; Porter model; linear regression analysis; market strategy; enterprise innovation

### **JEL Classification :**

*M31 - Marketing*

*M37 - Advertising*

*O35 - Social Innovation*



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## **Chapter 1: Introduction**

### **1.1 Research Background**

Sports marketing dates back to the early sponsorship of the 20th century, where brands sought visibility through connections to sporting events. The World Cup sponsorship by Coca-Cola in the 1970s marked a new era of corporate participation. The 1984 Los Angeles Olympics marked a turning point in establishing sporting events as a lucrative marketing platform.

The reason for this topic is that the business opportunities behind sports are valued with the wide spread of sports. Before the Beijing Olympic Games, sports marketing was still a new concept and thing in China, and enterprises and marketing companies have not yet studied sports marketing as a professional field. Most of their methods are advertising in the event media and on stage. However, we can find that Coca-Cola keenly captures the broad Chinese support and strong pride in hosting the Olympics.

Therefore, on the one hand, Coca-Cola has partnered with Tencent to launch the extremely creative Olympic Torch relay event, with more than 62.09 million participants. Coca-Cola, on the other hand, has welcomed some limited edition Coke packages at the Games. A striking example of the transformative potential of sports digital marketing is a Coca-Cola's strategic approach during the Beijing Olympics. So, we can find in this Coca-Cola example how sports marketing impacts on the brand and how it promotes sales.

This case exemplifies the profound impact of sports marketing on brand awareness and its direct relationship with sales. Through innovative digital campaigns and strategic offline events consistent with sports activities, Coca-Cola successfully uses the power of sports marketing to enhance its brand image and promote consumer engagement. The contextualization of this example highlights the goal of using digital marketing tools in sports marketing, which includes not only increasing brand exposure but also building meaningful connections with viewers, ultimately driving sales, and consolidating the brand's position in a sports-centric market.

Businesses may use sports marketing to build a strong brand image by reaching a wide range of audiences, connecting emotionally with consumers, and associating themselves with good narratives and values.

Thanks to the growth of social media, mobile technology, and the Internet, sports marketing is now instantly available to a global audience. Digital platforms are combined with traditional channels such as print media and television broadcasts, to bring out the immersive and engaging experience.

Digitization has allowed sports fans to engage with the content as active participants rather than just observers. The transition of social media platforms into virtual stadiums broadened the reach of sports marketing initiatives. Fantasy sports, internet streaming, and interactive applications have revolutionised the fan experience, creating potential and problems for marketers.

By 2024, the digital sports marketing industry will have expanded significantly. Porter's five forces framework can guide the exploration of how digital sports marketing can provide an edge. It evaluates industry competition, the risks of entrants, the impact of offerings and the bargaining power, between suppliers and customers.

The sports marketing industry, in the realm saw a mix of opportunities and challenges in 2023 evident through market data and trend analysis. Factors like reality augmented reality, sustainability and influencer marketing have been shaping the landscape of sports marketing. These advancements not question marketing strategies but also introduce new players into the competitive arena for sports businesses.

When we apply Porter's five forces model to a company it becomes clear that the level of competition, from firms significantly rises. To attract and retain customers organizations must continuously innovate their marketing tactics. Shifting consumer preferences and technological advancements have opened doors for entrants to join the market. Emerging digital marketing technology and social media platforms, for example, have the potential to drastically alter the market picture.

Consumer preferences for various kinds of entertainment pose a risk to digital sports marketing in the form of options and services. Marketers must constantly innovate to offer a distinct and personalised sports consumption experience so as to reduce client migration to other entertainment mediums. As consumers' purchasing power increases, businesses must respond more quickly to consumer demand and offer high-quality, reasonably priced goods and services.

The significant influence of technology suppliers and content providers on digital sports marketing tactics is indicative of the improvement of the seller's negotiating power in the supply chain. Vendors are playing a more important role in offering creative solutions as technologies like VR and AR continue to advance. Consequently, the exploration of new market potential depends on establishing a strong connection with suppliers.



In summary, 2024 will bring both possibilities and difficulties to the world of digital sports marketing. This research seeks to offer ideas and insights on how to create and sustain a competitive edge in the increasingly intense market rivalry through a thorough investigation of the various components of Porter's five-force model.

## **1.2 Research questions**

The primary research topics in this study were digital sports marketing and how the Porter five-force model's competitive variables impact businesses' capacity to create a competitive edge in this industry. The research has specifically concentrated on the following major concerns:

The impact of industry competitors' level of competition on businesses' competitive advantages This study examines how market share, product differentiation, marketing strategy, and other factors affect the competitive advantages of businesses in the digital sports marketing environment, taking into account that the level of industry competition is a significant factor affecting the competitiveness of enterprises.

The risk of possible new entrants and its impact on corporate competitive advantage: This study examines how market entry barriers, economies of scale, policy restrictions, and other factors influence the possibility of new companies entering the digital sports marketing industry and how that impacts the competitive advantage of currently operating companies.

The impact of the threat of substitutes and services on the competitive advantage of enterprises: This study explores how the availability of alternatives, price / performance ratio, customer conversion cost and other factors affect customer selection, and the impact on the competitive advantage of enterprises in the market.

The impact of buyer bargaining power on corporate competitive advantage: This study analyzes the impact of consumers on price and service quality requirements, and how their possibility of turning to competitors affects their ability to build competitive advantage.

The impact of seller bargaining power on the competitive advantage of enterprises: Considering the control strength of suppliers in marketing channels, technology or content provision, this study discusses how this affects the marketing strategy and competitive advantage of enterprises.

The discussion of these research questions will be based on the results of a linear regression analysis in which 97 sample data are considered. Through an in-depth analysis of these key issues, this study aims to provide practical strategic advice for enterprises in the

field of digital sports marketing to help them build and maintain competitive advantages in the increasingly fierce market competition.

### **1.3 Study purpose and significance**

It is of great theoretical significance to study the construction of the competitive advantage of digital sports marketing. By analyzing and applying the Porter five-force model, this study will provide a whole new perspective to understand the competitive dynamics in the field of sports marketing. The understanding of sports marketing will be deeper, particularly in the integration of data-driven marketing strategies, content marketing, and the integration of developing industries like iGaming.

The purpose of this study is to provide sports businesses and marketing professionals with useful, strategic advice. More sophisticated technologies like augmented reality (AR), virtual reality (VR), and artificial intelligence (AI) are being used by sports marketers. Thus, it's important to understand how these developments impact consumer behaviour and brand strategies. This project will explore how these technologies may be used to create unique athletic experiences, with the goal of strengthening the emotional relationship between businesses and customers.

Because social responsibility and ethical concerns in sports marketing are so important, this research will look at how companies might utilise sports marketing to achieve their goals in this area. This entails participation in the community, adherence to social values, and environmental initiatives. In the current context of globalisation and digitization, this element is crucial for enhancing brand perception and building long-term trusting relationships with customers.

To put it briefly, the purpose and significance of this study are to analyse in detail the problems and advancements in the field of digital sports marketing and to find out how to apply Porter's five forces to get a competitive advantage. By fusing theory and practice, this research aims to provide academics and professionals in the field of sports marketing with perceptive analysis and tactical direction.

## **1.4 Overview of the study methods**

This study uses a range of research methodologies to investigate competitive advantage creation inside the Porter five-force model in detail.

Combining quantitative and qualitative methods, this study aims to deeply analyze the current trends, challenges, and competitive advantage building strategies in the Porter Five-force framework of the digital sports marketing. During the study, the following main methods will be applied:

1. Literature review: A thorough understanding of digital sports marketing and Porter Five-force model through extensive review of existing literature. Including a comprehensive analysis of academic journals, industry reports, case studies, and related books to ensure the comprehensiveness and depth of the theoretical basis.

2. Case study: Select representative digital sports marketing cases for in-depth study. These cases will cover all aspects of success and failure experience, such as brand cooperation, technology application, marketing strategy, etc., to demonstrate the effect of Porter's five-force model in practical application.

3. Questionnaire survey and interview: In order to obtain raw data and first-hand information, the questionnaire will be designed for sports marketing practitioners, consumers and experts. In-depth interviews with key people in the industry will be conducted in the form of semi-structured interviews to gain deeper insights.

4. Data analysis: The collected data were analyzed using statistical software such as SPSS. Descriptive statistical analysis, correlation analysis and regression analysis were included to quantify and verify the study hypotheses and to explore the relationship among the variables in depth.

5. Combination of theory and practice: This study emphasizes the combination of theory and practice. By applying the theoretical framework to practical cases and data analysis, the aim is to propose practical and effective strategies to help sports marketing practitioners gain a competitive advantage in the fierce market competition.

In conclusion, the methodological framework of this study aims to provide a comprehensive, in-depth and systematic analysis to explore how digital sports marketing builds a competitive advantage under the Porter five-force model. By combining theory and practice, this study is expected to provide valuable insights and strategic guidance for academic research and industry practice in sports marketing.

## 1.5 Paper Structure

This paper aims to explore how digital sports marketing can build its competitive advantage under the framework of Porter's five forces model. For a comprehensive and systematic study, this paper is structured as follows:

Chapter 1 Introduction: This section outlines the background, importance and necessity of the study. At the same time, the research questions, objectives and research methods are briefly introduced, which provides the reader with the basic framework and background information of the research.

Chapter 2 Literature Review: This chapter in-depth analysis of the existing digital sports marketing related literature, focusing on the application of Porter five-force model in the field of sports marketing. It also discusses the development trend of digital marketing, its challenges and its practical application cases in the sports industry.

Chapter 3 Theoretical Framework and Hypothesis: Based on the literature review, the theoretical framework of this research is constructed, and the research hypothesis is proposed. These assumptions revolve around various elements in Porter's five-force model.

Chapter 4 Research Methodology: Describe the research methods used in detail, including data collection techniques, sample selection, analysis tools, etc. At the same time, this chapter will also discuss the research ethical considerations and data analysis methods to ensure the reliability and validity of the study.

Chapter V Data Analysis and Discussion: In this section, the collected data will be analyzed in detail. Including descriptive analysis, correlation analysis and regression analysis, to verify the research hypothesis, and to explore the relationship between different variables in depth. This chapter will also be discussed based on the data analysis results to provide a deep understanding of the research question.

Chapter 6 Conclusion and Outlook: Summarize the main findings of the research and discuss its theoretical and practical contributions. Also, we noted the research limitations and made suggestions for future research directions. This chapter will also provide specific recommendations on digital sports marketing practices.

The appendix section will include supplementary material including the questionnaire, interview outline, specific results of data analysis so that the reader can have a more comprehensive understanding of the study process and results.

Overall, this paper combines theory and practical cases to provide in-depth insights and practical strategic advice in the field of digital sports marketing, so as to help related enterprises and organizations gain advantages in the highly competitive market environment.



## **Chapter 2: Literature Review**

### **2.1 Digital Sports Marketing Overview**

#### **2.1.1 What is Sports Marketing**

Whether it is the worlds top competitions, regional leagues, or even school-wide competitions, sponsors, various brand activities, and celebrity endorsements can be seen everywhere. Pre-event publicity and promotion, courtside advertisements, or brand logos on athletes uniforms, or brand displays on broadcast screens, as well as title themes for information content topics, all belong to sports marketing. Therefore, sports marketing is the application of marketing principles and processes specifically to sports products and non-sports products that are marketed by means of sports.

The definition of sports marketing (Sports Marketing) by scholars is: it uses sports activities as a vehicle to promote its products and brands, and is one of the important means of marketing (Chen, 2019).

This definition has two implications:

First, sport is a product marketing. A team, an athlete, a tournament or a sporting event can be considered as a product in the marketing sense, i.e., sports industry marketing. Secondly, sports marketing is a non-sports product promotion and communication activity using the principles of marketing and sporting events as a carrier. For example, we can see the participation of sponsors in the World Cup, as well as the presentation of products and brands.

The above definition allows us to understand three connotations of sports marketing (Kaser & Oelkers, 2021):

Firstly, the constituent elements of sports marketing are built on the basis of the sponsor, the sport and the audience, so it is not a successful sports marketing if any one of them is missing.

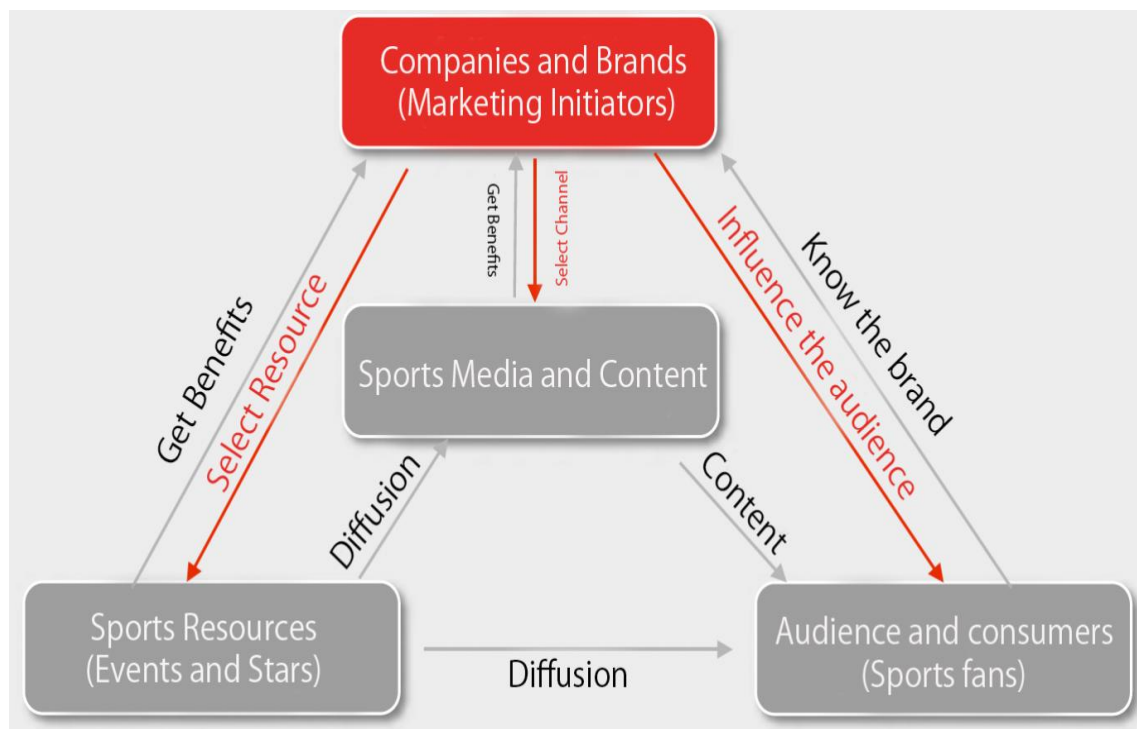
Secondly, sports marketing operates on the basis of sponsorship because sponsorship brings together the sport and the companys brand image. As a result, it starts with sponsorship, from which it creates awareness and generates consumer interest, which enhances the desire for services and products, and ultimately leads customers to buy products and pay for services. This is why the connotation of all sports is attached to the brand, and the marketing effect depends on the relevance of the sport to the sponsoring company, the sponsorship, the frequency of the sport and the complexity of the products or services.

Third, the main purpose of companies and businesses using sports marketing is to gain customers and maintain customer relationships. While sponsorship is the primary factor in sports marketing, it is not the only factor. Because once a sport or a company has established a connection, this must be managed not only from the point of view of marketing communication techniques to create a corporate brand image, but also from the point of view of corporate development. In addition, the company must also create and manage the brand value from a branding perspective.

In summary, the establishment and management of the brand image of enterprises and businesses is strategic, and the ability of sports marketing to create brand value and preserve and add value to it is the key to the success of sports marketing for enterprises.

In this paper, the sports marketing we are studying is using sports as a vehicle and channel for marketing. In other words, marketing activities through sports. This means that the company or brand creates an impact in the market by investing money in sponsorship and building relationships with sports organizations, events, activities, athletes and professional sports platforms. The company or brand can use advertising, PR and promotions to communicate for the company or brand. Figure 2.1 summarizes the concept of sports marketing .

Figure 2.1 : Definition of Sports Marketing



Source: 2021 Sports Marketing Insight Report, by QuestMobile



### 2.1.2 Advantages of sports marketing

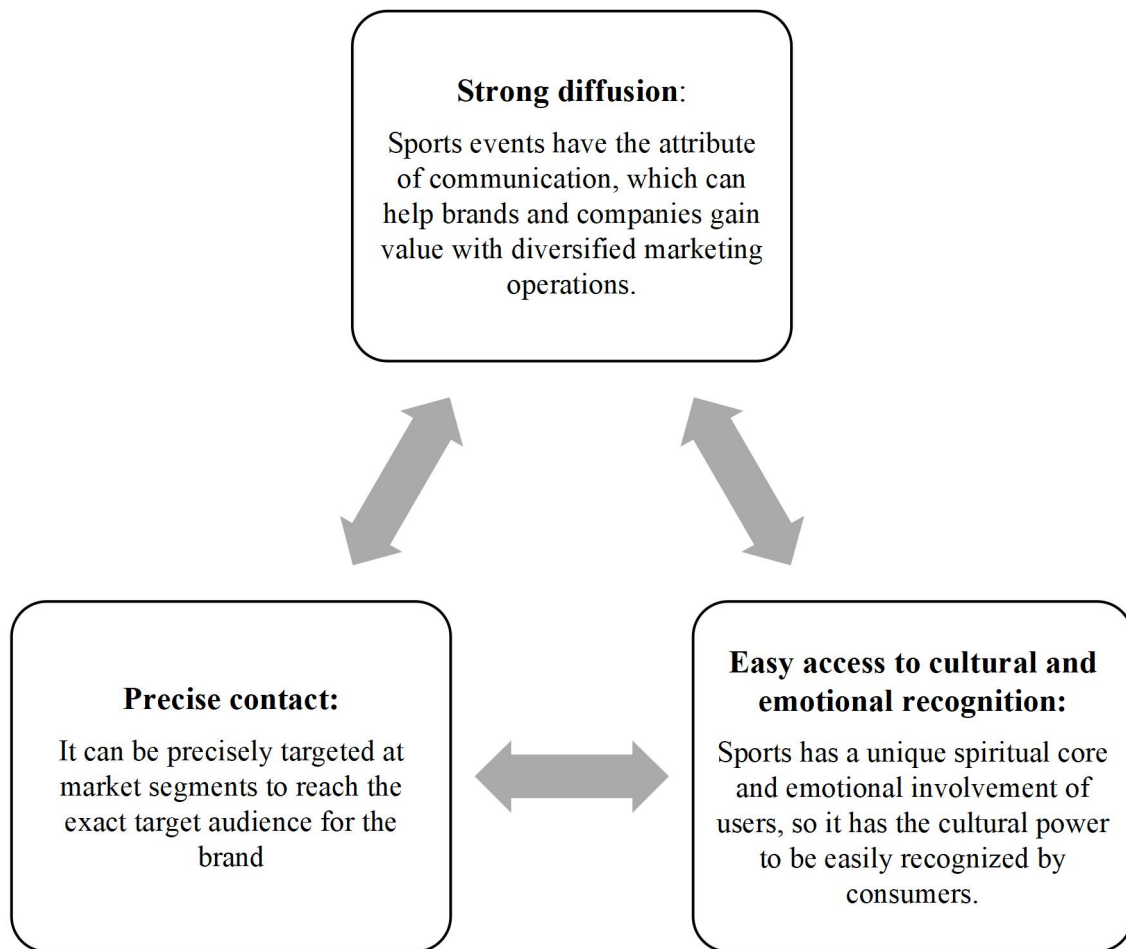
From the above definitions, we can find three advantages of sports marketing for enhancing product and brand value (Cornwell, 2020).

Firstly, the business opportunities arising from the value of sports events and athletes are appreciated as they are widely disseminated. Because sports have become one of the main activities in our daily life, it is watchable, engageable, competitive and game-like. Consequently, sports marketing can have a significant impact on the development of a company or the value of a brand. That's why many companies and brands have recognized the importance of sports marketing for brand image building, and they also appreciate the business opportunities behind sports.

Secondly, sports marketing is easily recognized by consumers for its engagement and credibility. Because sport is a common cause in all countries around the world, sponsorship of sports or other forms of sports marketing gets better results than other types of advertising. This is because other types of advertising cannot better influence viewers' attention as well as brand penetration and influence, while sports marketing is more easily accepted for good communication results. Compared to movie stars or singers, sports and athletes are not as commercial or utilitarian, but it can inspire consumers' emotional attachment to sports and reinforce its halo effect.

Finally, sports marketing communicates broadly and is highly targeted to the preferences of the target customer. Figure 2.2 summarizes the advantages of sports marketing.

Figure 2.2 : Advantages of sports marketing

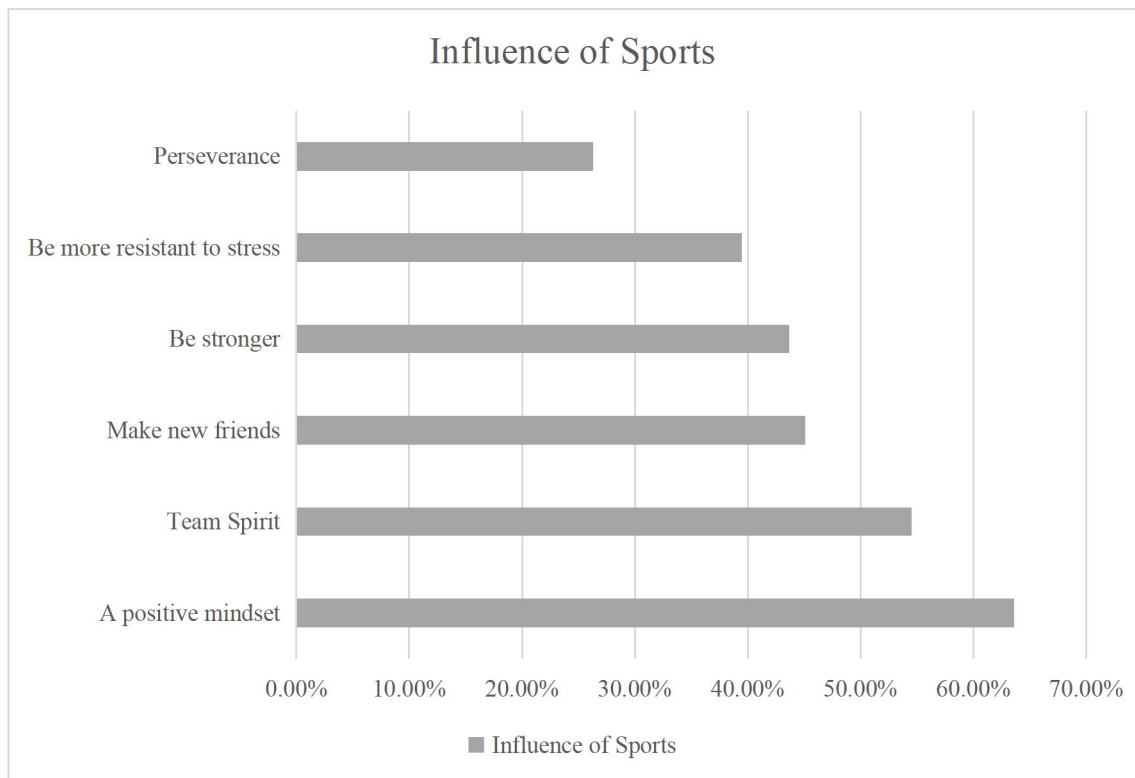


Source: Self-elaborated

Since major sporting events can get a lot of viewership, which is different from the attention of other marketing campaigns. Moreover, sports itself is worldwide, it can break the barriers, such as barriers of belief, culture, language and race, so that it can connect the global society, business and consumers. Such an approach allows companies to communicate directly with their target audiences, and therefore can quickly enhance their brand value and can also effectively promote the internationalization of their brands.

In addition, according to Trend Zhimengs questionnaire findings, we can find that sports can have a deeper emotional connection with users and therefore can have an effective impact on consumers. For example, most consumers believe that sports bring them a positive mindset and team spirit. Figure 2.3 summarizes the findings on Influence of Sports by Trend Zhimengs study.

Figure 2.3 : Findings on Influence of Sports by Trend Zhimengs study.

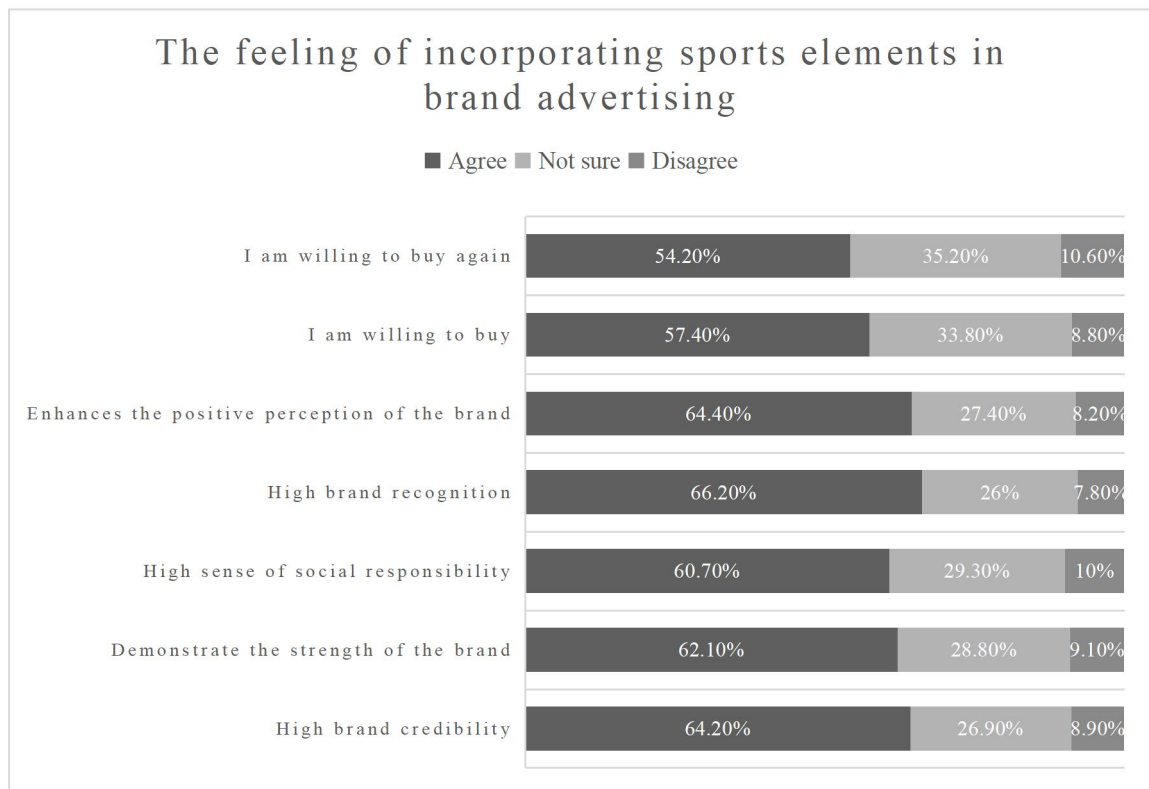


Source: 2020 Report on Sports Content Consumption Trends and Marketing Strategies in the Post-Epidemic Era , by Trend Zhimeng

Therefore, these unique values and cultural power of sports allow it to better serve brands. Trend Zhimengs research suggests that if brands or companies integrate sports content into their advertising, or invite athletes to be spokespeople, consumers will better remember the brand, product or service.

Their survey with 1500 consumers aged 18-65 was as follows, the figure 2.4 shows the feeling of incorporating sports elements in brand advertising by Trend Zhimengs study.

Figure 2.4 : The feeling of incorporating sports elements in brand advertising by Trend Zhimengs study.



Source: 2020 Report on Sports Content Consumption Trends and Marketing Strategies in the Post-Epidemic Era , by Trend Zhimeng

### 2.1.3 The challenges of traditional sports marketing

Traditional sports marketing is usually a product promotion and brand communication activity that takes place between consumers, companies and marketers using various sports resources, including sports events, sports associations, clubs and sports stars as carriers and media, in order to expand brand influence and increase the conversion rate of product sales, (Ding et al, 2019). So traditional sports marketing has sports advertising, sports products and sponsorship of athletic events, and its core is to integrate the sports spirit shown in sports resources with the brand image and product or service connotation of the company. As such, in sports marketing, the commercial value and influence of sports resources have a critical role in the effectiveness of the marketing.

However, the development of today's digital technologies has had a great impact on the traditional information dissemination model. We can see these challenges in the fragmentation,

digitalization, interactivity and instantaneousness of the communication process. So, in this context, whether the success stories and experiences of traditional sports marketing can continue to be copied and used by enterprises and businesses? Whether traditional sports marketing methods can still attract consumers attention and interest? These are the challenges faced by traditional sports marketing.

So that's why Balkam, (2019) believes that sponsorship as a traditional sports marketing tool is obsolete, and even though some companies and businesses are sponsors of top events like the Olympics and the World Cup, they can't match the revenue they used to make compared to the past.

In summary, the challenges facing traditional sports marketing are:

Firstly, the development and innovation of information communication media make traditional and new media cooperate and complement each others strengths and weaknesses, so how does traditional sports marketing face such a media environment? More and more people are watching live sports events on cell phones and tablets. In comparison, fewer people are watching on TV, or listening to radio, and sales of newspapers and magazines are shrinking. While this does not mean that people are completely abandoning traditional media, but we must consider how sports marketing should respond to today's consumer needs and habits in the face of the constant penetration of new media into our daily lives.

Secondly, the identity of consumers has changed. They used to be passive audiences, but now, they have become active users. This change has put higher demands on sports marketing. According to Peng Lan, with the decentralization, deconcentrating, personalization and mobilization of communication, consumers are no longer guided by TV schedules as they used to be, that is, they used to receive information passively, but now they are actively choosing and producing information (Peng, 2019). Because even those watching the game on TV can post as much information as they want during the programs commercial breaks using social networking and forum applications, they actively choose the topics and content that interest them and engage in online interactions.

12 In Peng Lans research, she found that Ping An Insurance 's sponsorship of the Chinese Super League in China did not leave a lasting impression on soccer viewers, despite the fact that Ping An Insurance's advertising slogans appeared several times both at Chinese Super League matches and on live television. The key reason for this result is that Ping An Insurance ignored the fact that in today's mobile internet era, consumers have the power to actively choose information. Moreover, Ping An Insurance did little to interact with Chinese soccer fans either online or offline, before, during or after the game. At the same time, the massive amount of information posted and pushed by mobile and social media every day has largely distracted us, so simply using the Ping An Insurance brand logo on the field of play does not attract the attention of soccer fans.

Thirdly, the way of communication has changed. In the past, it was manipulative communication, nowadays, it is sharing communication, so the traditional way of sports marketing has become less attractive. Manipulative communication is, in fact, a one-way mode of thinking, which is dominated by the communicator. Sharing communication, on the other hand, is an interactive model, which is centered on the participants of the communication.

Balkam, (2019) believes that, with today's social media, consumers and users are no longer satisfied with watching the game, they are more eager to be involved in the game, so "participation", "interaction" and "sharing" become important demands for sports viewers beyond watching the game.

For example, spectators of sporting events used to have to go to the game to buy tickets or learn about the game through television and newspaper media channels. Now, they can turn on YouTube live or use video social applications like TikTok, where a large number of users share information about the game, and they can also get massive and instant information on social platforms like Facebook and Twitter, which are connected globally. In addition, many athletes enjoy interacting with the public on social media and showcasing their talents, all of which allow people to discover their highlights off the field.

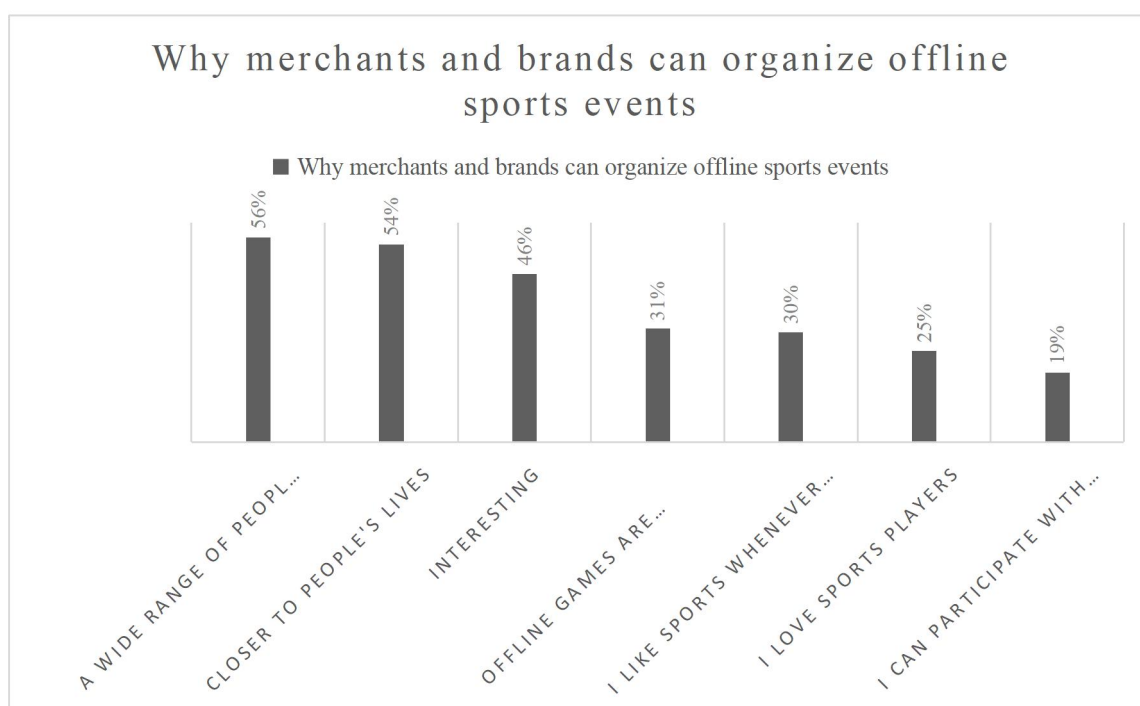
<sup>1</sup>Ping An Insurance known also as Ping An of China, full name Ping An Insurance Company of China, Ltd. is a Chinese holding conglomerate whose subsidiaries mainly deal with insurance, banking, asset management, financial services, healthcare, auto services and smart city. Source: [https://en.wikipedia.org/wiki/Ping\\_An\\_Insurance](https://en.wikipedia.org/wiki/Ping_An_Insurance)

<sup>2</sup>The Chinese Football Association Super League, commonly known as Chinese Super League or CSL, currently known as the China Ping An Chinese Football Association Super League for sponsorship reasons, is the highest tier of professional football in China, operating under the auspices of the Chinese Football Association. Source: [https://en.wikipedia.org/wiki/Chinese\\_Super\\_League](https://en.wikipedia.org/wiki/Chinese_Super_League)

As a result, compared to the traditional sports marketing approach of inviting sports stars to create advertising content in advance and then broadcasting it regularly during the event, sharing-based communication through mobile social platforms is now more popular among users. Moreover, it allows users to re-distribute, spread and re-create the marketing content.

In summary, the era of communicators manipulating the content of communication is over, social networks have become the driving force behind the transformation and upgrading of traditional sports marketing, and also become the source of sports marketing influence. What we should think more about is how to achieve the optimal effect of sports marketing when traditional sports marketing in the mobile social era. The figure 2.5 summarizes the reason for integrating online and offline sports marketing.

Figure 2.5 : The reason for integrating online and offline sports marketing.



Source: 2020 Report on Sports Content Consumption Trends and Marketing Strategies in the Post-Epidemic Era , by Trend Zhimeng

Moreover, Miaozen Systems research fully supports this one conclusion. They believe that if merchants and brands want sports marketing to have a good effect, they should combine online and offline marketing activities, so brands can organize offline sports activities for consumers, and then use the influence of sports and the visibility of athletes to

make people know the brand. Finally, through online interaction and communication, the brands awareness can be widely spread and remembered.

#### 2.1.4 Digital sports marketing

In the digital age, various new technologies are used in sports marketing, which allows advertisers or sponsors to narrow the distance between sports users. At the same time, it also enhances the interaction with sports users and the effect of sports marketing. This kind of marketing method, which uses the Internet and digital interactive media to develop the market with sports content as a carrier and has an insight into the needs of sports users to achieve sports marketing goals, is called digital sports marketing (Moore & Johnson, 2020).

As the Internet has entered the age of social media, many consumers have become more open to new things, and thus, they are not satisfied with simply buying products and services, they also want to express their views and opinions and get the opportunity to express their personalities through social media. For example, these consumers like to share their insights about a game, or their appreciation of an athlete, or express their love and opinions about a product or service by saving, liking, commenting, and re-posting some game highlights. All this online interaction and content generation in itself creates the value of effective marketing for a brand or business, and so it is in this environment that digital sports marketing has begun to develop.

Digital sports marketing has evolved in such a way that we can identify these characteristics:

First, the marketing content was uniform in the past, but nowadays it is usually customized and personalized. This is because digital sports marketing communicators realize that user and consumer perceptions and experiences are the key to value realization, and that even for the same game, different fans have different concerns and focus points.

For example, the NBA has identified that customization and personalization are big trends. So back in 2018, the NBA made an official statement that the NBA's LEAGUE PASS offers an innovative fan-centric service for the 2018-2019 season, which allows for more ways to watch NBA games live. And, at the beginning of the season, NBA fans will have the opportunity to purchase live fourth quarter games for the low price of \$1.99. The price of a single game is maintained at around \$6.99, and NBA fans can also pay additional fees if they need other services. These initiatives will give NBA fans instant live streaming, and fans can watch the games according to their preferences. These diverse choices are all about consuming



content on demand, as people can choose their favorite season, game or even a certain phase of a game to personalize their needs.

Second, the way of marketing used to be monolithic, but now it is diversified. For example, we can witness the change and development of marketing methods in each Olympic Games.

For example, during the Beijing Olympics in 2008, many businesses and sponsors still used newspapers, TV and websites as the main communication vehicles. But at the time of the London 2012 Olympics, the internet, social media and mobile became the main focus of the marketing world. At the time of the Rio Olympics in 2016, in the Chinese market, we used a kind of comprehensive social network of online community, with "Weibo" and "WeChat". It covers information across the network through video and text in the form of content and products. The marketing content that some companies achieve through such large sports events is integrated into every aspect of people's lives with digital technology, and it has completely driven the digitalization of sports marketing.

Third, some technology companies' brands are using sports marketing to move towards virtual games. With the development of digital technology, the scope of branding of some products has expanded. It is not only focused on some event organizations, sports clubs and star athletes, but it also extends to the online gaming.

For example, a month before the World Cup kicked off, Tencent launched the FIFA Mobile World, a real-time live-action soccer competition mobile game, which brought a lot of exposure and attention to Tencent's brand. Moreover, since it is the only authorized mobile game for the World Cup, which features more than 30 leagues, 600 real teams and nearly 20,000 real players authorized by FIFA, this game has greatly increased Tencent's international visibility. In the meantime, Tencent has also acted as an agent for the game FIFA Online4, thus capturing the core users of the game, which has allowed Tencent to build a sports game brand in depth. In short, Tencent has fully exploited its technological and international advantages to let more users experience the appeal of e-sports.

Another successful example of Tencent's brand marketing is that although Tencent did not get the rights to broadcast the 2018 World Cup in Russia, they created a 2018 FIFA e-sports World Cup game. It realized the linkage between the virtual game and the live event, which is a successful case of integrating online competitive games with traditional offline sports events. As Tencent, it cleverly avoided the competition of traditional sports marketing in the World Cup and launched a special brand marketing strategy.

## **2.2 Porter five-force model**

### **2.2.1 Model concept and importance**

The Porter five-force model was proposed by Michael Porter (Michael Porter) in 1979 to analyze the competitive environment of the industry. The five components of the model are the level of industry competition, the threat of possible new entrants, the danger of replacements and services, buyer and seller bargaining power, and substitutes and services. In an industry these factors collaborate to influence the profitability and competitiveness of a company. (Porter, 1979).

The application of the Porter Five Forces model provides insights, into the realm of sports marketing aiding in the formulation of competitive strategies and assessment of market competitiveness. By leveraging this model companies can enhance their ability to recognize and comprehend a range of market dynamics enabling them to craft effective competitive strategies.

Xu Dan (2023) illustrated the landscape of enterprise services by analyzing SF Express through the Porter five force model. This case study highlights how the Porter five force model is valuable, for assessing industry competitiveness. In another study, Zhang Xiaoqi and Du Dong's 2023 applied the Porter five force model to assess competitiveness in Olympic bound martial arts. The research also used this model to examine competitiveness, in sports programming showcasing its versatility across fields.

In 2021, Han Jiurui (21) adopted the Porter's five-force model to analyze the competitive strengths of ice and snow industry in northeast China. The unique study of Wu Shuo (2021) focused on the Hengdian Film and Television Culture Town in Zhejiang Province paying attention that this model can be very useful for a distinctive town to put their strategic competition.

Hao Wenjing used the Porter five- forces model in his dissertation from last year to find out the strategy of the Nanjing Contemporary Art Gallery as well as the competition of the cultural sector. Han Dandan's article entitled (2021) analyzes on the level of competitive advantage enjoyed by nano packaged maize oil and the application of Porter's five force analysis into industrial competitiveness study.

In general, the Porter five-forces model has demonstrated to be an effective tool in competition landscapes analysis across various enterprises and sectors. The small world model in the context of digital sports marketing will play a leading role in discovering the

competitive environment, detecting options for further development and expansion, and creating outstanding approaches to overcome obstacles.

### 2.2.2 Application examples of different industries

The different industries can be explored through different cases that will help determine the suitability of Porter's five-forces model in digital sports marketing. Together with the previous papers by Yiwen (2022), Guangming (2022), and Li Mengjun (2022), this paper seeks to shed light on the use of Porter's five-force model in the marketing of sports products in the digital space, as well as the contribution it makes to the growth of competitive advantages.

Yi Wen (2022) did an investigation report on Xinjiang Great Wall Computer System Co., Ltd., in which he discussed industry rivalry as one of the values that should be considered in any business strategy.

The same motivation is just as strong today when we talk about digital sports marketing, where competitors' strategies, market shares, and market leverage are directly in line with a company's competitive position in the digital sports market.

The study which was done by Guangming in 2022 indicates the probability of newcomers taking over the market domination arrangements that was brought about by intense market rivalry. Consequently, digital sports marketing realm is becoming quite saturated with the rapid adoption of fresh technologies and modern promotional practices. By doing so, the new competitors will be posing a challenge to more established providers. Their social media acts as a result of emerging can off and read simple known routine of the marketing groups of sports as they offer sophisticated sports content marketing tactics.

E-M Mengjun studies in 2022 try to bring forward the negative sides the digital alternatives and platforms produce to the environment and public health. Digital sports marketing would lose favor when people would choose to visit other video game or streaming video service platforms which would match their interests rather than the ones that involved sports.

The buyers' negotiation force and the enterprise's price power and marketing strategy have a great connection, indicated by Jiaobin (2022). Consumers, in the digital sports industry, can use social channels to communicate their demands and imaginings, which, in turn, affects the creation and circulation of the sports marketing materials.

In Hao Wenjing's (2021) study, the economic situation of suppliers determines selling power for certain sellers. The digital sports marketing sector is not a novel concept, it involves

players such as technology vendors, content creators, and other entities that have attracted participants to the digital marketing space.

As a composite model, Porter five-force goes to analyze how the digital sports marketing elements interact to affect the level of competitiveness for some organizations. According to the research conducted by Yi Wen (2022), Guangming (2022), and Xian Mengjun (2022), this understanding of the model could be the key to establishing and retaining a competitive edge in the digital era. Organizations will undoubtedly be more responsive to changes in the market environment and can expand in the field of digital sports marketing. Aspects can be found in industry competitiveness, newcomer risk, alternative possibilities, and buyer and seller power.

### **2.3 Discussion on competitive advantage theory**

By reviewing and compiling the ideas from the previous literature, this paper will provide a better interpretation of the application of the competitive advantage theory to the field of digital sports marketing. This article will introduce the use of Porter's five-force model in digital sports marketing and its impact on a competitor's competitive advantage based on the work of Xu Zehong and Huang Xiaoling (2023), Ran Fang and Zheng Zirui (2023), Qin Longxiang et al. (2023), and other experts.

Xu Zehong and Huang Xiaoling (2023) found that knowing the difficulties, and on how to handle them in the new era, is fundamental for the development of China's sports business that guarantees the competitive advantage at a national level. Therefore means the success of the digital marketing of sport is only possible with the good knowledge of the approaches. Social, cultural and economic factors, along with national regulation all have effects on the competition in sports marketing.

The study by Ran Fang and Zheng Zirui, in 2023, takes Porter's theory of competitive advantage a step further by referring to it as the “Liuzhou snail noodle model”. Therefore, it shows the need for the theory to be applied to practical matters, especially, for strategy making to rival different items or markets. Acquiring the edge in the digital sports marketing depends on solid appreciation of the uniqueness of the event or the commodity that one is offering.

In the case study on RCEP, Qin Longxiang et al. (2023) discusses the impacts of causes and competitive advantages for Guangxi agriculture on export. This reveals the ecosystem of digital sports marketing which include both the internal competencies and the external, for instance macroeconomic trends and global trade environment.

As per the data provided by Hu Zhiwei, the future lies in jobs like education and training in the field of digital sports marketing which will result in more competition. Within an educational context, global competitiveness is an issue that is analyzed. Likewise, investigation towards the competitive advantage will make use of the marketing team's skills and the industry knowledge.

Wang Linqi (2023) states that the strategic management plays a key role for firms.

Given this, businesses working in the digital sports marketing space must have clear strategic planning and management. so as they would be able to react to the industry's continuously changing needs.

Liu Xueting's (2023) research focuses on the competitive dynamics of the globally copyright trade of Chinese novels. The national competitive advantage theory states that protecting copyright and intellectual property is essential for establishing a competitive edge in digital sports marketing.

Other tactics in this field for gaining competitive advantages have also been investigated. The assessment of various markets' distinctiveness, effective management of intellectual property and copyright, comprehension of macroeconomic and international trade scenarios, and appraisal of national policy and economic issues are some examples of these viewpoints.

## **2.4 Integration and application of Porter's Five-force model in digital sports marketing**

Checking Yuan Mei Mei's study from 2022 , we can see a highlight on Anta's strategic analysis. In the world of digital sports marketing, Anta strengthens its market position through alliances, product innovation, and market positioning—all of which precisely mirror Porter's five-force model analysis of competitors, potential entrants, and rivals.

Based on the viewpoint of Porter's five-force model, Sophie's research (2020) focuses on career planning to increase the employability of sports college students. This study sheds light on how training and education may improve industry talent's competitiveness in the realm of digital sports marketing.

The master's thesis done by Kou Wen in 2020 discusses Competitive strategy of Weika Sports. This research illustrates how businesses may leverage industry competitiveness, customer negotiating power, and supplier power to craft efficient digital sports marketing strategies.

Zhou Tengjun (2020) analyzed the business strategy of air film skating rinks based on the theory of industrial value chain. This is of great significance for understanding the value

chain allocation and optimization in digital sports marketing, and how to build a competitive advantage.

Xu Long (2020) draws on the whole industry chain model of Decathlon and puts forward countermeasures for the development of sports brand enterprises in China. From this study, we can understand the importance of integrating the resources of the whole industry chain in the digital sports marketing.

Li Baoyu (2020) analyzed the competition situation of Yunnan sports tourism industry from the perspective of Porter's "five forces model". This provides ideas for us to combine local characteristics and cultural resources to build competitive advantages in the field of digital sports marketing.

Yang Jing (2020) research focuses on the competitiveness analysis of leisure sports enterprises in Wuhan. This research highlights how local sports companies can enhance their competitiveness through their unique market strategies in the digital age.

To sum up, through the analysis of beautiful yuan (2022), Sophie (2020), KouWen (2020), it can be seen that porter five force model application in digital sports marketing is not limited to understanding and analyzing the competitive environment, also includes how through education training, value chain optimization, localization strategy and characteristic market strategy to build and enhance the competitive advantage. Combined with the in-depth analysis of the industry competition, potential new entrants, substitutes and services, buyer bargaining power and supplier bargaining power in digital sports marketing, the competitive advantage of digital sports marketing can be more fully understood and shaped.

## **Chapter 3: Theoretical framework and hypothesis proposed**

### **3.1 Theoretical basis: Porter's five-force model**

The development of digital sports marketing presents obvious new characteristics. The integration of technology is deepening, and sports industry organizations are taking more complex ways to attract investors, improve the immersive experience of spectators, and better support athletes. This includes the integration of physical and digital experiences, and the adaptation to new sports betting restrictions. At the same time, women's professional sports are becoming more attractive, which requires more attention and sponsorship to expand the valuation and investment of media rights.

In digital marketing, social media platforms like TikTok are improving their platform capabilities to better translate brand awareness into sales. This includes redirecting to the website, allowing product labeling, and developing the internal market. The collection of first-party data will be a high priority for sports organizations in 2023, which helps to directly interact with fans and understand their behavior.

The rise of user-generated content and influencer marketing provides a powerful way for sports brands to build real connections with their fans. According to the report, 61 percent of viewers trust product recommendations from the influencers they follow, while only 38 percent trust corporate content. Sports marketing is shifting to personalization, with 75 percent of marketers saying that personalization has increased audience engagement. This includes increasing fan engagement through mobile apps to push notifications, interactive content, and personalized transactions and deals.

On the other hand, non-match-day participation is also increasing. Many sports clubs and brands are transforming their social media channels or mobile app into a 24 / 7 messaging center, with regular content and updates, including interviews, event highlights and behind-the-scenes highlights. This approach helps the club maintain brand influence during the season break while giving fans justified daily attention and support.

These trends suggest that the future of digital sports marketing will depend more on the integration of technology, personalized marketing, and fan participation on non-game days. Sports organizations need to adopt more sophisticated and strategic approaches to attract and maintain fan interest, but also to focus on emerging markets and technological challenges. This change in market dynamics is crucial to building a competitive advantage because it affects not only sports marketing itself, but also the way to interact and participate with fans.

### 3.2 A hypothesis based on Porter's five-force model

Table 3-1 for Study Hypotheses

argument	Quantification dimension	hypothesis	Literature support
The degree of competition among the competitors in the industry	Market share, product differentiation, and marketing strategy	The higher the degree of market competition, the more difficult it is for enterprises to build competitive advantages	Yuan Meimei (2022)
Threat of potential new entrants	Market barriers to entry, economies of scale, and policy restrictions	The increase of new entrants will reduce the competitive advantage of existing companies	Li Baoyu (2020)
Threats of alternatives and services	Availability of alternatives, price / performance ratio, and customer conversion costs	The increase of alternatives and services will weaken the competitive advantage of enterprises in the market	Yang Jing (2020)
The bargaining power of the buyer	Purchase volume, product standardization, and price sensitivity	The stronger the bargaining power of the buyer, the greater the challenge to the enterprise to build a competitive advantage	Zhou Lingling & Zhang Heng (2019)
The bargaining power of the seller	Supplier concentration, unique resources, and alternative suppliers	The enhancement of suppliers' bargaining power will have a negative impact on the construction of competitive advantages in the market	Rich (2018)



### **3.2.1 Degree of competition of competitors in the industry**

According to the latest industry trends, the digital sports marketing field is experiencing significant changes in the way technology and viewers interact. For example, Netflix's success in the field of sports documentaries, such as "Drive to Survive" and "Break Point", demonstrates new ways of content creation and audience interaction. TikTok The rise of other short video platforms has brought new challenges and opportunities for sports marketing.

Hypothesis: In such a rapidly changing environment, businesses need to adapt to new market dynamics to maintain a competitive advantage. As technology advances and consumer behavior changes, competition among competitors will focus more on innovation and customer experience.

### **3.2.2 Threats of potential new entrants**

New competitors have found it easier to enter the digital sports marketing industry as a result of the lowering of entry barriers brought about by new technology. For example, because social media and mobile applications have become more popular, smaller and emerging businesses may now have to compete with larger ones.

Hypothesis: As the market grows, new competitors may challenge the market leaders with state-of-the-art technology and marketing strategies, altering the competitive landscape of the sector.

### **3.2.3 Threats of alternatives and services**

Thanks to technology breakthroughs like augmented reality (AR) and virtual reality (VR), consumers may now consume sports material in new ways. This might be a problem for well-established digital sports marketing plans.

Hypothesis: If traditional digital sports marketing companies can't adapt to these new technologies, they can lose their consumer appeal and thus lose market share.

### **3.2.4 Bargaining power of the buyer**

Consumers have more negotiating power because they can adapt to new technologies and because their requirements for sports content are changing. They are more likely to look for unique and engaging sports activities.

The argument states that sports marketing companies face the risk of losing market share if they don't continuously innovate or raise the standard of their products to satisfy consumers.

### **3.2.5 The bargaining power of the seller**

Technology providers' negotiating strength increases as they acquire popularity in the field of digital sports marketing. These providers offer the essential platforms and technologies that are becoming more and more potent in the industry.

According to the theory, companies engaged in digital sports marketing and unable to communicate with technology suppliers efficiently likely to lose their competitive edge in the market.

In short, the competitive landscape of the digital sports marketing industry is dynamic, and businesses who can quickly adjust to new technological advancements and market trends will have a competitive advantage. This suggests that businesses should also be aware of new developments in technology and shifts in customer behaviour, in addition to their more seasoned rivals.

## **Chapter four: Research methodology**

### **4.1 Study design, and in summary**

Using the Porter five-force model, this study aims to determine how a competitive advantage is created in digital sports marketing. To do this, empirical research and theoretical analysis are combined with quantitative research methodologies. The study's primary goal is to analyse the five independent standards used by the competitors.

In theory, the study was founded on the literature review. The primary theoretical basis for this research is the Porter five-force model, with the industrial context provided by digital sports marketing. The building of empirical research is guided by the understanding of industry development patterns and significant elements that come from the analysis of historical records.

Data for this study were gathered by a questionnaire survey. In addition to an evaluation of competitive advantage, the questionnaire design includes quantification questions for every independent variable. Professionals working in digital sports marketing, such as marketing managers, brand specialists, and industry analysts, are the target audience for the questionnaire. The perspective of these professionals allows for a deeper understanding of the industry dynamics and competitive strategies.

To ensure the reliability and validity of the data, in this study, the random sampling method was used to select the respondents, and adopted the multi-source data verification method. All the questionnaire data were subjected to strict quality control, including cleaning, calibration and analysis of the data.

Multiple statistical methods including descriptive statistics, and correlation analysis and regression analysis. Descriptive statistics are used to present basic data features such as distribution of samples and central trends. Correlation analysis is used to explore the strength and direction of the relationship between different variables. Regression analysis was used to assess the effect of the independent variable on the dependent variable (competitive advantage).

To enhance the credibility of the study, this study also used triangulation to compare the results of the questionnaires with those of in-depth interviews and case studies. This approach helps to verify the research hypotheses from different perspectives, enhancing the comprehensiveness and depth of the research.

In conclusion, this study adopts a scientifically rigorous research design by combining theoretical analysis and empirical investigation to deeply explore how digital sports marketing

enterprises build competitive advantages under the Porter five-force model. Through this methodology, this study aims to provide practical guidance and theoretical insights for policy makers and scholars in the field of digital sports marketing.

## **4.2 Data collection**

In this study, the data collection was focused on the case study of key enterprises in transnational corporations digital sports marketing industry. These companies represent the development trend and competition of the industry. Specific data sources and samples are selected as follows:

### **4.2.1 Data source and sample selection**

The sample selected for this study mainly included professionals in the digital sports marketing industry, such as marketing managers, brand experts, industry analysts, and other key stakeholders. Considering the diversification and continuous development of digital sports marketing, the sample covers various sub-fields, such as sports content production, distribution, technology providers and marketing strategy makers, including Hisense Group, Meikai Flooring, Ali Sports, etc. These companies were selected as samples for their significant position within the industry and innovative practices.

Hisense Group: Hisense's deep participation in global sports events, such as the cooperation with FIFA, has demonstrated its strength in sports marketing and related technology applications.

Meikai Flooring: As a leader in sports flooring, the cooperation between Meikai Flooring, China Sports Association and CBA league has demonstrated the application and innovation of its products in the field of professional sports.

Alisports: With its leading position in the digitalization of national fitness and sports services, Alisports plays an important role in the field of digital sports marketing.

By analyzing the strategies and practices of these enterprises in digital sports marketing, we can provide valuable industry insights for this study.

### **4.2.2 Data collection techniques in summary**

Data was collected in the form of questionnaire. The questionnaire design focuses on the following aspects:

Quantification of independent variables: independent variables include the competition degree of competitors in the industry, the threat of potential new entrants, the threat of substitutes and services, the bargaining power of the buyer, and the bargaining power of the seller. A five-point Likert scale will be used to quantify these factors.

Competitive advantage is a dependent variable that is quantified as a percentage. Based on the evaluation of the company's advantages in the market, participants would have to answer relevant queries in percentage form.

Data analysis: Identify if the relationship between independent and dependent variables is a common use of statistical software techniques, using techniques as regression analysis, correlation analysis, and descriptive statistics.

To guarantee a wide distribution and high response rates, the survey will be sent via emails, industry forums, and social media platforms. Also, to ensure the validity and reliability of the results, pre-testing and make design changes to the questionnaire would be done. The study use this technique to investigate how the five elements affect the competitiveness of the Chinese digital sports marketing industry. Furthermore, we would know how these elements interact to influence a business's market position and competitive advantage.

### **4.3 Data analysis method**

#### **4.3.1 The SPSS analysis techniques are described in summary**

The statistical application for the social sciences, or SPSS, was used as the primary data analysis tool in this inquiry. The goal of this tool is to offer detailed and accurate statistical analysis to ensure the validity and consistency of study findings.

Descriptive statistical analysis was used to display the dataset's key features such as mean, standard deviation, minimum and maximum values, etc These numbers offer a first viewpoint for comprehending the general features and distribution of the sample.

Calculating the Pearson correlation coefficient, a correlation analysis was performed in this study. The relationship between the independent and dependent variables can be clear.

This study used multiple regression analysis to assess the effect of independent factors on dependent variables. This analysis was able to show the independent contribution of each independent variable to the competitive advantage and to control for the effects of other variables. Regression models were constructed based on hypothesis tests including t tests and F tests to determine model significance and validity of predictor variables.

To ensure accuracy and interpretation reliability of data analysis, residual analysis and diagnostic testing were also used to identify possible outliers and variability in the data.

#### **4.4 Research ethics and Reliability In summary**

Maintaining a high standard of research ethics and ensuring the reliability of research is essential. This study was strictly adhered to research ethical principles in the design and execution of all study steps.

To ensure the anonymity and privacy of all the participants. During the questionnaire and data collection, any information that could be used to identify individuals and is not collected, and all data are stored and processed in anonymous form.

Maintain data integrity and transparency during the study. All data collection, recording, and analysis were conducted in strict accordance with scientific standards and to avoid any form of data tampering or misleading interpretation.

In addition, this study focused on checking and verifying each step during data analysis using SPSS to ensure the accuracy and reliability of the analysis results. The validity of the study results is assured by the use of standardized analytical procedures and assessment methods.

## Chapter 5: Data analysis and discussion

### 5.1 Descriptive market trend and dynamic analysis

This study analyzes the market trends and dynamics of the digital sports marketing industry through a descriptive statistical approach. The following is a detailed descriptive statistical analysis of the independent variables and competitive advantage (dependent variables) in the Porter five-force model:

Table 5-1 Descriptive Statistical Analysis:

In-depth indicators												
name	Mean values ± standard deviation	varian ce	In the 25th quarti le	media n	The 75th quarti le	standar d error	mean 95%CI(LL)	mean 95%CI(UL)	IQR	kurtos is	skewne ss	Coefficie nt of variation (CV)
The degree of competition among the competitors in the industry	2.773±1.504	2.261	1.000	2.000	4.000	0.153	2.474	3.072	3.000	-1.445	0.228	54.216%
Threat of potential new entrants	3.052±1.503	2.258	2.000	3.000	4.000	0.153	2.753	3.351	2.000	-1.470	-0.089	49.240%
Threats of alternatives and services	2.959±1.399	1.957	2.000	3.000	4.000	0.142	2.680	3.237	2.000	-1.270	0.005	47.276%
The bargaining power of the buyer	2.990±1.311	1.719	2.000	3.000	4.000	0.133	2.729	3.251	2.000	-1.131	-0.151	43.850%
The bargaining power of the	3.227±1.350	1.823	2.000	3.000	4.000	0.137	2.958	3.495	2.000	-1.127	-0.269	41.843%

In-depth indicators												
name	Mean values ± standard deviation	variance	In the 25th quanti le	media n	The 75th quanti le	standar d error	mean 95%CI(LL)	mean 95%CI(UL)	IQR	kurtos is	skewne ss	Coefficie nt of variation (CV)
seller												
competitive edge	1.993±0.703	0.494	1.400	2.000	2.600	0.071	1.853	2.133	1.200	-0.988	0.164	35.244%

#### 1. The degree of competition of the competitors in the industry

Mean value ± standard deviation: 2.773 ± 1.504, indicating a moderate level of competition, but there is a significant difference.

Variance: 2.261, indicating that the variability of the degree of competition is relatively large.

25 quantile / median / 75 quantile: 1.000/2.000/4.000, showing that most of the sample was concentrated in moderate competition.

kurtosis: -1.445, indicating that the distribution is relatively flat.

skewness: 0.228, showing slightly positively skewed distribution.

Coefficient of variation (CV): 54.216%, indicating the relatively high variability of the degree of competition.

#### 2. Threats of potential new entrants

Mean value ± standard deviation: 3.052 ± 1.503, which means that the industry is facing a high threat of new entrants.

Variance: 2.258, with greater variability of the threat of new entrants.

Coefficient of variation (CV): 49.240%, showing a significant difference in the samples.

#### 3. Threats of alternatives and services

Mean ± SD: 2.959 ± 1.399, indicating a medium to high level of threat to alternatives and services.

Coefficient of variation (CV): 47.276%, indicating that the threat of substitutes and services varies greatly among different enterprises.

#### 4. The bargaining power of the buyer's bargaining power

Mean value ± standard deviation: 2.990 ± 1.311, indicating that the buyer's bargaining power is at a medium level.



Coefficient of variation (CV): 43.850%, the variability of buyer bargaining power is relatively small.

#### 5. The bargaining power of the seller

Mean value  $\pm$  standard deviation:  $3.227 \pm 1.350$ , the seller's bargaining power is relatively high.

Coefficient of variation (CV): 41.843%, the consistency of the seller's bargaining power is good.

#### 6. Competitive advantage

Mean value  $\pm$  standard deviation:  $1.993 \pm 0.703$ , indicating that the overall competitive advantage level of the enterprise is not high.

Coefficient of variation (CV): 35.244%, with high consistency of competitive advantage. aggregate analysis:

Descriptive statistical analysis reveals the competitive situation of the digital sports marketing industry in different dimensions. The degree of competition among competitors, the threat of potential new entrants and the threat of substitutes and services all show high variability, indicating that different enterprises differ in these aspects. The bargaining power of buyers and sellers is relatively consistent, indicating that the industry's competition strategies in these two aspects are relatively concentrated. On the whole, the level of competitive advantage is not high, indicating that the digital sports marketing industry still has a large space for development. Through this analysis, this study provides important insight for digital sports marketing enterprises on how to enhance their market competitiveness.

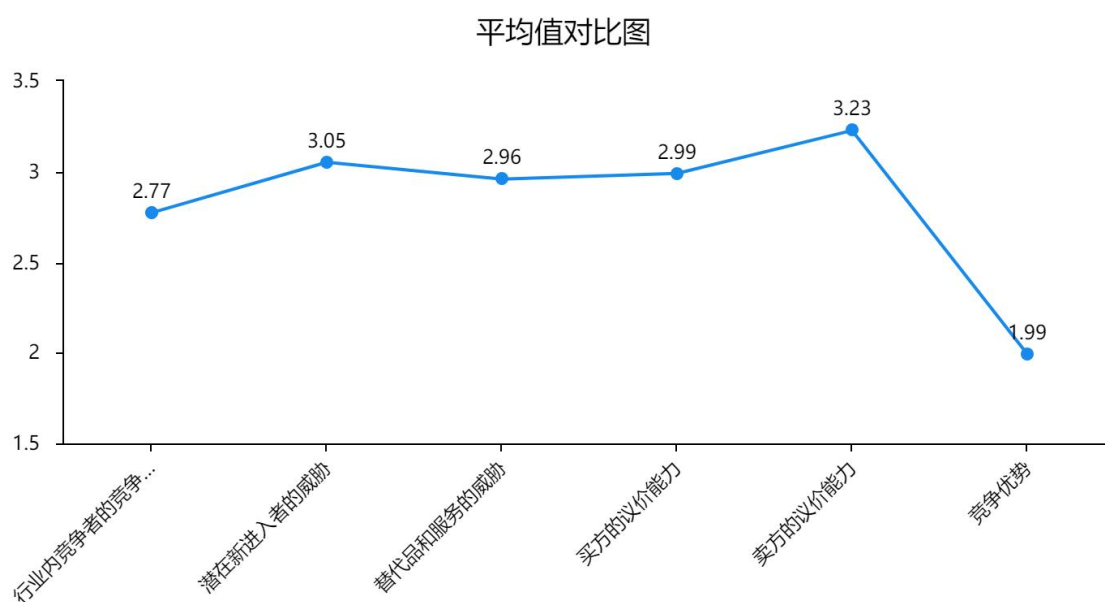


Figure 5-1 Analysis of the mean value comparison diagram:

The degree of competition of competitors in the industry: the average value is 2.773, indicating that the degree of competition in the industry is above the average level. This means that the competition among companies is relatively fierce, but not extremely competitive.

Threats of potential new entrants: an average value of 3.052, relatively high, indicating that new entrants pose a greater threat to the existing market. This may be due to the lower entry barriers or the increased attractiveness of the market.

Threats of alternatives and services: average 2.959, indicating that the industry faces an above-average substitution threat. This may reflect changes in consumer preferences or the introduction of new technologies.

The bargaining power of the buyer: the average value is 2.990, at the medium level. This shows that although the buyer has a certain bargaining power, but its control of the market is not absolute.

The bargaining power of the seller: the average value is 3.227, which is relatively high, which means that the supplier has a strong bargaining position in the market.

Competitive advantage: mean value of 1.993, low. This shows that despite the fierce market competition, most enterprises still failed to build a strong competitive advantage.

Combined analysis:

By comparing these averages, we can see the overall competitive pattern of the digital sports marketing industry. The competition degree of competitors, the threat of potential new entrants and substitutes in the industry are all above the average level, while the bargaining power of the buyer is slightly lower than that of the seller. On the whole, these factors jointly act on the competitive advantage of enterprises, but currently most enterprises still face challenges in building a significant competitive advantage. This analysis shows that digital sports marketing enterprises need to pay more attention to market changes and look for new competitive strategies in order to stand out in the fierce market environment.

## 5.2 Correlation analysis

In this study, the Pearson correlation coefficient was used to explore the association between the independent variables and the competitive advantage (dependent variable) in the Porter five-force model. The analysis is based on the correlation matrix in triline format, following the detailed correlation analysis results:

Table 5-2 Pearson correlation-triline format

Pearson Related-triline format						
	competitive edge	The degree of competition among the competitors in the industry	Threat of potential new entrants	Threats of alternatives and services	The bargaining power of the buyer	The bargaining power of the seller
competitive edge	1					
The degree of competition among the competitors in the industry	-0.712**	1				
Threat of potential new entrants	-0.453**	-0.105	1			
Threats of alternatives and services	-0.470**	0.159	-0.053	1		
The bargaining power of the buyer	-0.264**	-0.022	0.148	0.164	1	
The bargaining power of the seller	-0.066	0.051	-0.114	0.044	0.025	1

Pearson Related-triline format

	competitive edge	The degree of competition among the competitors in the industry	Threat of potential new entrants	Threats of alternatives and services	The bargaining power of the buyer	The bargaini ng power of the seller
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\* p<0.05 \*\* p<0.01

\* Note: \* p <0.01 indicates significant at the significance level of 0.01

Analysis and interpretation:

Competitive degree and competitive advantage of competitors in the industry: there is a significant negative correlation ( $r = -0.712$ ), indicating that the higher the degree of competition, the lower the competitive advantage of the enterprise.

Threat and competitive advantage of potential new entrants: present a moderate negative correlation ( $r = -0.453$ ), meaning that the increase of new entrants may reduce the competitive advantage of existing enterprises.

Threat and competitive advantage of alternatives and services: it also showed a moderate negative correlation ( $r = -0.470$ ), indicating that the increase of alternatives and services may weaken the market position of enterprises.

The buyer's bargaining power and competitive advantage: there is a slight negative correlation ( $r = -0.264$ ), indicating that the enhancement of the buyer's bargaining power may have a certain impact on the competitive advantage of the enterprise.

The bargaining power and competitive advantage of the seller: the correlation is not significant ( $r = -0.066$ ), implying that the influence of the seller's bargaining power is less obvious on the competitive advantage of the enterprise.

Comprehensive discussion:

The results of the correlation analysis revealed a significant negative correlation between the degree of competition of competitors in the industry, the threat of potential new entrants and substitutes, and the competitive advantage. This shows that in the field of digital sports marketing, the intensity of market competition, the threat of new entrants and the existence of substitutes have an important impact on the competitive advantage of enterprises. Although the influence of buyer's bargaining power on competitive advantage exists, it is relatively weak. The association between seller bargaining power and competitive advantage is not

significant, and further research may be needed to explore its impact. These findings have important implications for understanding and improving competitive strategies in the digital sports marketing industry.

### 5.3 Regression analysis

In this study, the effect of the independent variables on the competitive advantage (dependent variable) was explored by linear regression analysis. The analysis was based on 97 sample data with results as follows:

Table 5-3 Results of the linear regression analysis

Results of the linear regression analysis (n=97)							
	Non-standardized coefficients		Standardization coefficient	t	p	collinearity diagnostics	
	B	standard error	Beta			VIF	tolerance
constant	4.554	0.071	-	64.440	0.000**	-	-
The degree of competition among the competitors in the industry	-0.332	0.010	-0.710	-32.449	0.000**	1.039	0.963
Threat of potential new entrants	-0.250	0.010	-0.535	-24.286	0.000**	1.051	0.951
Threats of alternatives and services	-0.181	0.011	-0.360	-16.250	0.000**	1.062	0.942
The bargaining power of the buyer	-0.075	0.012	-0.139	-6.304	0.000**	1.057	0.946
The bargaining power of the seller	-0.037	0.011	-0.072	-3.310	0.001**	1.017	0.983
R 2	0.958						
R 2 eggplant was adjusted	0.956						
F	F (5,91)=415.411,p=0.000						
D-W price	2.275						
Dependent variable: Competitive advantage							
* p<0.05 ** p<0.01							

The degree of competition of competitors in the industry: it has a significant negative impact on the competitive advantage (Beta = -0.710), indicating that the higher the degree of competition, the lower the competitive advantage.

Threat of potential new entrants: it also has a significant negative impact on the competitive advantage (Beta = -0.535), showing that the threat of new entrants has a negative impact on the competitive advantage of existing enterprises.

Threat of alternatives and services: having a negative impact on competitive advantage (Beta = -0.360), suggesting that the existence of alternatives weakens the competitive advantage of enterprises.

The bargaining power of the buyer: it has a weak negative impact on the competitive advantage (Beta = -0.139), indicating that the bargaining power of the buyer has a limited impact on the competitive advantage of enterprises.

Seller bargaining power: Low negative beta (Beta = -0.072) can indicate that the stock is less sensitive to the overall market variations.

### **Comprehensive discussion:**

Linear regression analysis yielded results with independent factors that showed significant negative relationship to competitive advantage and competitors' degree of competitiveness in industry was most critical. Such a situation indicates that in the case of digital marketing in sports, the competitive environment which implies the threats of new players' entry, goods and services substitutes, supply and demand interplay, and buyers and sellers' bargaining power jointly shapes enterprises' competitive advantage. The inferences herein provide marketers with intelligence points to help determine their tactical plans and plan competitively for the sports market.

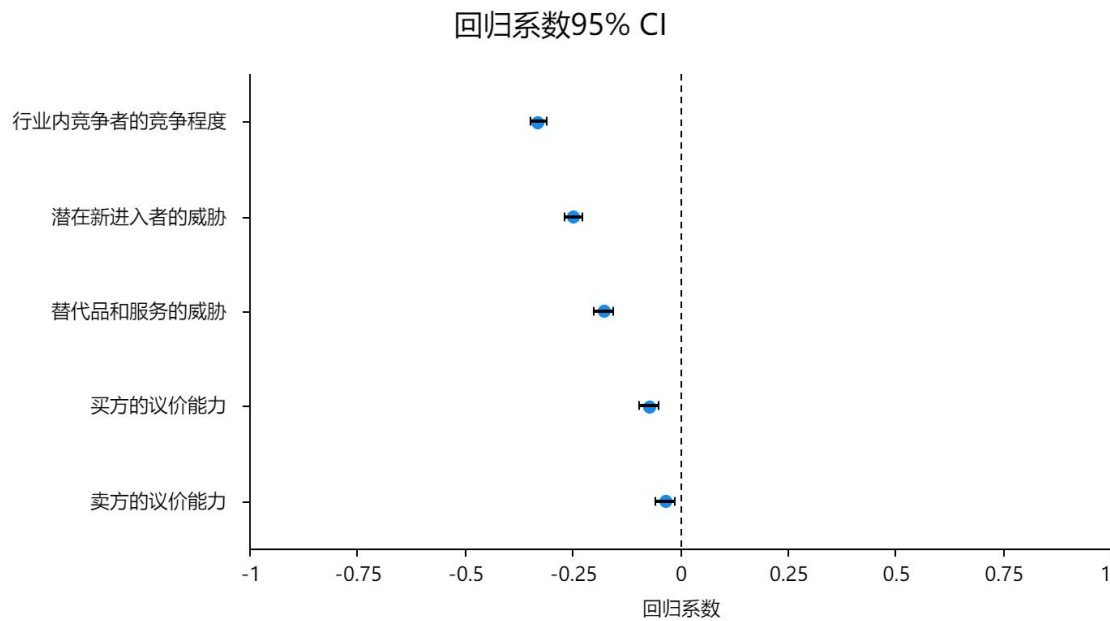


Figure 5 – 2 regression coefficient plots

In the regression plot, the effect of every variable can be detected visually by the tallness and direction of the bar chart. It's the degree of competition of competitors that has the greatest effect on a competitive advantage, then another is the potential threat of new entrants and the last is the threat of substitute products and services. The buyers' and the sellers' bargaining power is a relatively weak factor that determines the competitive advantage as well. It is this illustrated translation that offers a visual aid to grasp how the combination of different variables lead to the competitive advantages.

### 5.3.1 The influence of the competition degree of the competitors in the industry on the competitive advantage

The core focus of this study is to reveal how the competitive degree of competitors in the digital sports marketing industry affects the competitive advantage of enterprises. The correlation of the degree of competition and the competitive advantage was significantly confirmed in the linear regression analysis of 97 samples. The non-standardized coefficient ( $B = -0.332$ ) and the standardized coefficient ( $Beta = -0.710$ ) are significant, with a t-value of 32.449 and a p-value much less than 0.001, indicating that the degree of competition of competitors in the industry has a statistically significant negative impact on competitive advantage.

The substantial implication of this finding is that as competitors in the industry improve, companies may find their ability to build and maintain competitive advantages challenged. A

highly competitive environment may lead to resource fragmentation, encroachment of market share, and increased pressure for price wars and constant adjustment of marketing strategies. This state of competition may encourage enterprises to increase innovation, improve product quality, improve service level, or find new market positioning to maintain their market advantage.

The variant inflation factor (VIF) value of 1.039 and tolerance of 0.963, indicating no collinearity problem, which further validates the robustness of the model. The adjusted R square value of 0.956 indicates that the model was able to explain 95.6% of the competitive advantage variation. The Durbin-Watson (D-W) statistic was 2.275, close to 2, indicating that there was no autocorrelation between the residues, indicating that the regression model was set appropriately.

In conclusion, this study provides strong evidence that in the digital sports marketing industry, the degree of competition within the industry has an important impact on the competitive advantage of enterprises. Business leaders and market strategy decision makers should recognize that effective competitive strategies should not only consider the current market conditions, but also foresee the long-term development of industry competition dynamics, in order to develop a strategic plan that can continuously provide competitive advantage.

### **5.3.2 Impact of the threat of potential new entrants on competitive advantage**

In the competitive pattern of the digital sports marketing industry, the threat of potential new entrants plays a crucial role in whether the enterprise can maintain or enhance its competitive advantage. This study used linear regression analysis to reveal the significant effect of the threat of potential new entrants on competitive advantage. Analysis of 97 valid samples concluded that the threat of potential new entrants had a significant negative impact on competitive advantage, with a non-standardized coefficient B of -0.250, a normalized coefficient Beta of -0.535, a t-value of -24.286 and a p-value less than 0.001, indicating highly statistically significant.

The addition of potential new entrants, especially in the context of technological advances and reduced market barriers, may rapidly change market dynamics, leading to the erosion of the market share of existing companies, thus reducing their competitive advantage. The results of this study further reinforce this point, indicating that the competitive pressure



brought by new entrants poses a direct threat to existing enterprises building a competitive advantage.

The adjusted R-squared value of the regression model was 0.956, meaning that the model was able to explain 95.6% of the variation in competitive advantage, verifying the strength of the model interpretation. Along with the collinearity diagnosis, the VIF values and tolerance presenting that there is no collinearity problem lead to estimations of regression which are precise.

The business leaders and the market strategists should realize that the success in the digital sports marketing is highly dependent on the swift market response. Attractive case studies should be frequently introduced, in addition to the existing sales channels and the production process should be upgraded. Such methods, therefore, will ensure companies remain ahead of the curve even in the presence of new market participants, as they provide a guarantee of steady growth within a volatile market setting.

### **5.3.3 Impact of the threat of alternatives and services on competitive advantage**

One more essential element that digital sports marketing industry examine is the opponent services. The paper conducted single-factor time series analysis through linear regression approach to see how competitive edge was affected by alternative and services threat. The result produced negative effects for the threat of substitution and complementarity,  $B = -0.181$  and  $Beta = -0.360$ , while t-value was equal to  $-16.250$  and p-value was less than 0.001. The result had a statistically significant negative effect on the industries mentioned.

Enhancing of alternatives creates numerous options of choice to customers, by the way, resulting in divide of the demand between present goods and services. It is the ability to adjust to and adopt new technology systems, content types and extended viewing sessions and fan experiences in digital sports marketing. This means that, if a business is not fast enough in adjusting to these changes, it may lose its original competitive advantage, eventually being replaced with businesses that seamlessly adjust their strategies accordingly.

The R-squared values after adjusting and the D-W statistic all hint at the accuracy of the model constructed since the data series is not related. The findings of this study suggest that firms should pay serious attention to substitutes and services around them, therefore striving for maximum competitiveness by differentiating their products with technology and conducting a through market research. For example, firm likes can eliminate the prevalence of

alternative on their market power through exotic user interfaces, personalized audience experience or active user engagement.

As a result it can be argued that the threat of new players in the market and the threat of alternative services and services with opponent features are a significant factor determining competitiveness among existing enterprises in the digital sports marketing field. For this reason, entities are to develop flexible and adaptive marketing strategies which will enable them to weather other challenging external environments.

#### **5.3.4 Influence of the buyer's bargaining power on the competitive advantage**

Bargaining power of buyer and seller is a key driving force in shaping competitive differentiation in digital sports marketing. In this research, we evaluated the impact of these two factors into competitive advantage through linear regression models, and it was found that each had a sizable effect on competitive advantage, but the extent and nature of the effects were different.

The buyer's bargaining power has a very negative impact on the company's competitive advantage as the coefficient of influence is -0.075, the standardization coefficient is -0.139, the t-value is -6.304, and the p-value is less than 0.000 \*, which means that the impact of the buyer's bargaining power is very significant. In the only digital sports marketing, customers can easily get access to much information as well as comparing products and services offered by different tradesmen which consequently increases their bargaining power. This strengthening of consumer power is likely to force companies to either reduce prices or improve quality of services, so as to gain more customers, which might affect the profit margin and market positioning. Organizations face this change via new marketing methods and varied products and services to keep their edge.

#### **5.3.5 Influence of the seller's bargaining power on the competitive advantage**

The findings for the power of the seller's bargaining on competitive advantage are -0.037, which is -0.072 for standardization, t-value is -3.310, and p-value is less than 0.001\*.

Although the influence of the seller's bargaining power on the competitive advantage is less than the buyer's bargaining power, it still cannot be ignored. In digital sports marketing, suppliers control key resources and technologies, and the enhancement of their bargaining power may affect the cost structure and market strategy of enterprises. Enterprises need to

reduce their dependence on a single supplier by establishing long-term cooperative relations, diversified supply chains or independent research and development strategies, so as to reduce the negative impact of their bargaining power on the competitive advantage of enterprises.

The statistics of this study show that the model has an R square value of 0.958 and an adjusted R square value of 0.956, indicating that the model has strong explanatory power and can better reflect the reality. The F value is 415.411 with a p-value less than 0.000, indicating that the overall model is statistically significant. The D-W value is 2.275, indicating that the residual term does not have an autocorrelation problem.

Considering the above analysis, it can be concluded that the bargaining power of buyer and seller can have a significant impact on the competitive advantage of enterprises in digital sports marketing. When formulating digital sports marketing strategies, enterprises need to pay attention to and adapt to the bargaining power of consumers, and manage the relationship with suppliers well, so as to reduce their negative impact on the competitive advantage of enterprises. This requires companies to innovate and adjust flexibly in their strategy to remain competitive in the digital transformation.

#### **5.4 hypothesis test**

In this study, we tested the hypothesis of the five independent variables in Porter's five-force model on competitive advantage in the digital sports marketing environment. This section supports the results of the literature and the results of linear regression analysis.

As for the degree of competition of competitors in the industry, this study assumes that the higher the degree of market competition, the more difficult it is for enterprises to build their competitive advantage. Quantitative dimensions include market share, product differentiation, and marketing strategy. The results of linear regression showed the negative effect of this variable on competitive advantage (coefficient was -0.332,  $p < 0.000^{**}$ ), which is consistent with the conclusion of Yuan Meimei (2022). This shows that in the field of digital sports marketing, enterprises need to invest more resources in product innovation and marketing strategies to cope with the fierce market competition.

The threat of potential new entrants, assuming that the increase of new entrants will reduce the competitive advantage of existing enterprises. The quantitative dimension considers the market entry barriers, economies of scale and policy restrictions. The results of the regression analysis (coefficient: -0.250,  $p < 0.000^{**}$ ) support this hypothesis, consistent

with the study of Li Baoyu (2020), and show that new entrants pose a significant threat to the competitive advantage of existing enterprises.

The threat of alternatives and services, this study assumes that its increase will weaken the competitive advantage in the market. The quantitative dimensions include the availability of alternatives, the price / performance ratio, and customer conversion costs. The results of the linear regression (coefficient: The hypothesis held by (-0.181,  $p < 0.000^{**}$ ) and the work of Yang Jing (2020) in another study are consistent.

On the other hand, the buyer's power is expected to grow if the strength of its bargaining power increases. As a result, it is becoming harder for the company to come up with a competitive advantage.

The quantitative dimension includes the purchase volume, product standardization, and price sensitivity. The linear regression results (coefficient of -0.075,  $p < 0.000^{**}$ ) confirmed this hypothesis, in line with the views of Zhou Lingling and Zhang Heng (2019).

The assumption of the seller's bargaining power will have a negative impact on the enterprise's competitive advantage in the market. Quantitative dimensions include supplier concentration, unique resources, and alternative suppliers. This hypothesis is also supported by the results of the regression analysis (coefficient of -0.037,  $p < 0.001^{**}$ ), consistent with the study of Li Qi (2018).

In conclusion, the results of the linear regression analysis in this study support all hypotheses, showing that the forces in the Porter five-force model have a significant impact on the construction of corporate competitive advantage in the digital sports marketing environment. These findings provide an important theoretical basis for the formulation of digital sports marketing strategy, and point out the key direction for enterprises to deal with market changes, that is, to pay attention to internal and external market forces, actively adjust marketing strategies, so as to enhance the dominant position of enterprises in the fierce competition.

## **Chapter 6: Conclusion**

### **6.1 Main conclusions**

In this study, we explore the application of port five force model in digital sports marketing environment, focus on the analysis of the industry competitors in the degree of competition, the threat of potential new entrants, substitutes and services, the bargaining power of the buyer and the seller of the five forces on enterprise competitive advantage. Through a linear regression analysis of data from 97 samples, this study draws a series of meaningful conclusions that provide new theoretical insights and practical guidance in the field of digital sports marketing.

The competition degree of competitors in the industry has the most significant influence on the competitive advantage of enterprises. Benchmark results reflect that when competition becomes more intense, it becomes more difficult for companies to establish a competitive position on the market. This results in an impetus, which represents that product innovation and marketing strategy innovation must be an essential element of digital sports environment. The arrival of new competitors is another thing to add a great amount of burden to the competitive advantage of fine firms that have a foothold in the market. A raise of newcomers will lead to a stricter competitive environment and will be the opposition for the current players. That means firms shouldn't ignore latest market changes and retain tree strategies in advance to minimize the negative consequences of new entrants.

Electers do not have a choice these days- there are more options for them now that they can easily choose from. With the augmentation of the competitive operators as well as services, customers will get a chance to diversify their choices and businesses, which want to be competitive, should stand out by enhancing the quality of their products and services and customer loyalty.

The strengthening of the hand of buyers on the negotiation deck is a challenge that companies have to confront if they are to maintain a competitive advantage. The opportunities which the digital environment provides consumers with the expert knowledge and marketing alternatives are especially desired by producers.

Though the power of an improved seller is given a relatively small weight in the management of the advantages of a company, on no account should this be ignored. Companies should make efforts to minimize their dependence on a single supplier, and at the same time, invent strategies to accelerate market response through networked supply chain management, and partnerships.

All in all, this study insists that digital sports marketing environment directs organizations to thoroughly envisage their internal and external marketing forces for making right marketing strategies and achieving competency. In this regard, such findings can not only provide brand-new perspectives on the competitive environment within digital sports marketing industry, but also be extremely valuable for the purpose of strategic development, commercial practice and implementation.

## **6.2 Theoretical and practical contributions**

This study provides significant contributions at both the theoretical and practical levels, especially in the novelty and depth of applying the Porter five-force model to the field of digital sports marketing. Through a comprehensive analysis of the five dimensions, this study reveals how these variables jointly affect the competitive advantage of enterprises in the digital sports marketing environment.

On the theoretical level, the primary contribution of this study is to expand the application scope of the Porter five-force model. Traditionally, Porter five force model has been widely used in competition analysis of traditional industries. This study applies it to the rapidly developing and increasingly important field of digital sports marketing, providing a new perspective for understanding the competitive structure in this field. This study verifies the validity and relevance of Porter's five-force model in the digital sports marketing environment, thus enhancing the theoretical value of the model in the modern digital environment.

At the practical level, the contribution of this study lies in providing specific strategic recommendations for businesses in the field of digital sports marketing. The analysis of the degree of competition among the competitors in the industry reveals the importance of enterprises in product innovation and marketing strategy innovation. Companies need to innovate constantly to cope with the fierce market competition. The threat analysis of potential new entrants emphasizes the importance of enterprises to pay close attention to market changes and advance layout. Third, the threat analysis of alternatives and services shows that enterprises need to improve the quality of products and services to maintain a competitive advantage. The increase of buyer's bargaining power makes companies focus more on consumer needs but the analysis of seller's bargaining power shows the importance of supply management.

### **6.3 Suggestions on the practice of digital sports marketing**

The professional field of digital and marketing for sports has become more multi-faceted and that is why more commercial companies are struggling with these diverse market issues. On the basis of this study's own linear regression analysis, this is the part where we give a series of detailed practice recommendations that business entities can use to help them have and conserve a competitive advantage in this area.

In contrast, the competitive nature of suppliers in the industry truly has a damaging influence on the competitive advantage of all enterprises. Therefore, enterprises need to put focus on innovation and differentiation strategy. Some ways in which we aim to do this include, besides the creation of new breakthroughs, the launch of unique products, and the acquisition of trendy marketing tools. Such companies apply AR and VR technologies, for example, to allow viewers of sporting events to enjoy an enhanced experience and develop programs and services dedicated to the particular sport or event.

In the face of the emerging competitors, companies should thus concentrate on possess barriers to a market entry. Consequently this will add to competitive advantages in the market within the economic area. The development of brand account can be in turn attained by hiking investment in brand building, cost optimization, enhancing technical barriers, and creating prevailing customer relations. These can include brands winning customer loyalty via offer of premium quality products and services, or techs being the main sphere of competition around for example due to the patent rights and assets.

When having to compete with substitutability and complementarity, enterprises should constantly be engaged in quality and cost output enhancement of their products and services. This, companies have to keep in mind about this and they must pay attention to the overall market condition and consumer needs and timely adjustments to product strategy. Consumers' preference simultaneously, enterprise should maintain consumer company by way of various factors such provide customer-oriented sales service and point based reward system.

The consumers' ability to bargain can be improved by enterprises focusing more on the market changes and the customers. This implies that businesses plan for the adoption of flexible pricing policies, strong market intelligence, and immediately change their products and services in order to address the needs of the consumers. Personalized marketing and precision marketing will be pivotal to elicit an increase in consumer satisfaction level and loyalty.

In addition to the neglect of the seller's bargaining power, firms must become less dependent on a single supplier through multisourcing and strong supply management. This might require working with numerous suppliers, developing stronger partnerships, or doing crucial technologies and components by ourselves, whenever required.

In short, sports marketing firms must carefully analyse both internal and external market conditions and practice innovative marketing programs for a sustainable competitive advantage. This requires not only requires enterprises to continue to innovate in products and services, but also to optimize and adjust in market strategy, consumer relationship management and supply chain management. Through the implementation of these strategies, enterprises can gain a greater competitive advantage in the highly competitive digital sports marketing environment.



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## Appendix

### Raw data form

The degree of competition among the competitors in the industry	Threat of potential new entrants	Threats of alternatives and services	The bargaining power of the buyer	The bargaining power of the seller	competitive edge
5	1	4	4	4	1.3
2	4	3	5	1	1.85
1	5	3	2	1	2.25
2	2	1	2	5	2.95
4	1	4	1	3	2.05
4	1	2	4	4	2.1
4	1	2	2	2	2.4
1	3	5	4	4	2.1
3	5	3	1	1	1.55
5	1	5	2	5	1.25
2	3	3	1	2	2.5
2	2	2	4	4	2.6
3	4	1	4	5	1.75
2	3	5	4	5	1.65
5	5	4	5	5	1
5	1	5	4	3	1.15
1	2	2	4	1	3.15
1	2	3	5	3	2.75
1	4	3	3	1	2.45
2	1	3	3	4	2.8
3	4	3	2	3	1.65
4	4	4	3	4	1
5	2	3	4	2	1.3
3	2	5	3	4	1.7
1	4	3	4	1	2.35
1	1	4	3	4	3
1	5	1	1	3	2.65
4	3	4	1	1	1.55
1	4	1	3	3	2.75
1	5	4	5	1	1.75
5	4	4	5	2	1
4	1	1	1	2	2.7
1	5	2	4	2	2.2
1	1	5	4	4	2.7
2	1	1	2	3	3.35
1	4	2	2	5	2.55
1	1	4	3	4	3
3	5	4	4	1	1.05
4	1	5	3	4	1.6
5	1	3	4	4	1.5

2	4	5	4	4	1.4
2	2	2	4	3	2.65
3	5	4	2	3	1.15
4	2	5	3	3	1.35
1	2	1	5	1	3.25
4	3	1	1	2	2.1
2	1	4	1	4	2.8
1	5	5	1	2	1.9
4	5	4	3	2	1
2	3	2	5	3	2.25
5	5	3	4	4	1
2	3	5	4	4	1.7
2	2	2	2	3	2.85
1	4	2	5	4	2.3
2	2	3	1	1	2.85
3	5	1	5	4	1.4
4	1	1	4	4	2.3
1	4	1	3	2	2.8
1	5	1	4	5	2.25
5	2	1	3	5	1.65
5	3	5	4	3	1
4	1	1	1	4	2.6
5	5	3	3	5	1
2	4	4	4	2	1.7
3	3	4	3	4	1.6
5	5	3	2	3	1
1	4	1	3	5	2.65
4	3	2	3	2	1.7
5	2	1	1	1	2.05
1	1	2	1	4	3.6
2	5	2	3	5	1.75
1	1	3	1	5	3.35
5	5	2	2	5	1
2	2	4	2	4	2.4
4	2	2	2	1	2.15
4	1	5	2	5	1.65
1	4	3	2	5	2.35
5	5	1	1	3	1.05
1	4	4	5	2	2
5	4	4	4	5	1
3	2	3	3	2	2.2
4	4	5	5	3	1
2	2	1	1	3	3.15
5	4	4	3	2	1
1	5	2	5	5	1.95
3	1	1	4	2	2.8
2	1	5	4	4	2.3
5	4	5	4	1	1



4	4	2	4	5	1.15
1	4	1	1	4	2.9
2	3	4	3	4	2
1	4	3	1	4	2.5
2	5	4	2	3	1.55
2	5	2	4	2	1.8
4	3	5	2	5	1.05
2	5	2	3	3	1.85
4	2	3	3	5	1.65