



E-sports: An analysis on global growth, revenue streams, and threats

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Abstract

E-sports has rapidly become a growing industry in recent years. E-sports refers to organized video game competitions played by amateur and professional players and has evolved into a multi-billion dollar industry with a global following. The E-sports market benefits from revenue streams such as sponsorships, media rights, digital, ticketing and merchandise sales, broadcasting fees, and streaming. In this article, a SWOT analysis is conducted to examine the E-sports market size, trends, regional distribution, and revenue streams. According to the analysis results, Match-fixing poses a threat to the E-sports industry. Match-fixing and manipulation in the E-sports industry can be a potential risk due to the competitive nature of the game, which includes the potential for betting, leading to an increased risk of exploitation. Such incidents can undermine the industry's integrity and credibility, potentially causing players, teams, and sponsors to lose trust. Based on regional analysis, the Asia-Pacific region stands out as a leader in E-sports organizations, generating a revenue of \$525.8 million in 2020. The Asia-Pacific region's strengths include high growth potential and leadership opportunities.

Keywords: E-Sports, global growth, threats

E-sporlar: Küresel büyüme, gelir akışları ve tehditler üzerine bir analizi

Öz

E-spor, son yıllarda hızla büyüyen bir endüstri haline gelmiştir. E-spor, amatör ve profesyonel oyuncular tarafından oynanan örgütlü video oyunu yarışmalarını ifade eder ve küresel bir takipçi kitlesi olan çok milyar dolarlık bir endüstri haline gelmiştir. E-spor pazarı, sponsorluk, medya hakları, dijital, biletler ve ürünler, yayıncı ücretleri ve akış gibi gelir akışlarından faydalanmaktadır. Bu makalede, E-spor pazar büyüklüğü, eğilimler, bölgelere göre dağılımı ve gelir akışı başlıklarına SWOT analizi yapılarak incelenmiştir. Araştırmada yapılan analiz sonuçlarına göre, Match-fixing: E-spor endüstrisindeki maç düzenleme ve manipülasyonu, endüstri için bir tehdit oluşturmaktadır. E-spor, birçok kişi için rekabetçi bir oyun olması nedeniyle bahis oynama potansiyelini de içermekte ve buna bağlı olarak, E-spor'da maç düzenleme ve manipülasyonu gibi kötüye kullanım riski artmaktadır. Bu durum, endüstrinin bütünlüğünü ve güvenilirliğini sarsabilir ve potansiyel olarak oyuncuların, takımların ve sponsorların güvenini kaybetmelerine neden olabilir. Bölgelere göre yapılan analize göre, Asya-Pasifik bölgesinin E-spor organizasyonlarında lider olduğu ve 2020 yılında 525,8 milyon dolar gelir elde ettiği görülmektedir. Asya-Pasifik bölgesinin güçlü yönleri arasında yüksek büyüme ve liderlik potansiyeli bulunmaktadır.

Anahtar Kelimeler: E-sporlar, küresel büyüme, tehditler

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Genişletilmiş Türkçe Özet makalenin sonunda yer almaktadır.

INTRODUCTION

The development and history of E-sports have transformed from a niche phenomenon in the early days of video games to a mainstream global phenomenon in the last few decades (Kozinets, 2015; Trepte, et al., 2019; Carrillo-Vera & Aguado-Terrón, 2019; Higgins, 2020). The history of E-sports can be traced back to the 1970s when competitive gaming was limited to local arcades (arcade machines) and had a small fan base. The first known video game tournament, including the game "Spacewar," took place in California in 1972 (Lee & Schoenstedt, 2011; Stanton, 2015; Taylor, 2018). Throughout the 1980s and 1990s, video games continued to gain popularity, and the first major international video game tournament, the Space Invaders Championship, was held in the United States in 1980. In the 1990s, the rise of home consoles like the Nintendo Entertainment System and Sega Genesis ushered in a new era of gaming. In the early 2000s, E-sports started to be recognized as a competitive industry (Van Hilvoorde, 2016; Boluk & Lemieux, 2017; Hallmann & Giel, 2018). The first E-sports tournament, Cyberathlete Professional League (CPL), was organized in 1997, and the first professional gaming league, Major League Gaming (MLG), was founded in 2002. The World Cyber Games (WCG), established in 2005, became one of the largest E-sports tournaments worldwide (Li, 2016; Lopez-Gonzalez & Griffiths, 2018). Since then, E-sports has continued to grow as an industry, attracting millions of people who watch online and in-person tournaments (Hamari & Sjöblom, 2017; Borggreffe, 2018). Major brands such as Coca-Cola, Mercedes-Benz, and Nike have made significant investments in sponsoring tournaments and teams (Hamari, et al., 2016; Yükcü & Kaplanoğlu, 2018). In 2020, the COVID-19 pandemic accelerated the growth of E-sports as traditional sports came to a halt, and people turned to online entertainment (Nam, et al., 2018; Finch, et al., 2020; Garcia & Murillo, 2020; Kou & Gui, 2020).

The size of the e-sports market has been growing rapidly in recent years. In 2020, revenues in global e-sports reached \$1.1 billion. The e-sports market is expected to reach \$2.17 billion by 2023 with an annual growth rate of 14.5%. While the global share of e-sports constituted 1.1% of the entire sports industry in 2020, it is expected to rise to 1.5% by 2023. The e-sports industry has become a rapidly growing industry in recent years, generating significant revenue. In 2021, the global revenue of e-sports surpassed \$1 billion. Most of this revenue is derived from broadcast rights of tournaments, sponsorships, prize pools, and sales of e-sports teams (Newzoo, 2021). On a global scale, the Asia-Pacific region leads in e-sports organizations, generating \$525.8 million in revenue in 2020. North America is in second place,

generating \$423.9 million in revenue in 2020. E-sports are expected to generate \$1.17 billion in revenue in the Asia-Pacific region by 2023 with an annual growth rate of 16.2%, while in North America it is expected to generate \$658.6 million in revenue with an annual growth rate of 11.8% (Newzoo, 2021b; Prnewswire, 2023). Sponsorship is the largest source of revenue in e-sports organizations. In 2020 alone, sponsorship revenues in e-sports reached \$636.9 million. Other revenue streams include media rights, digital, tickets and merchandise, publisher fees, and streaming. Media rights were \$163.3 million in 2020, digital revenues were \$126.9 million, tickets and merchandise were \$105.8 million, publisher fees were \$88.9 million, and streaming revenues were \$20.3 million (Newzoo, 2020).

The Future of E-sports: The E-sports industry is considered a sector that is expected to grow even further in the future. With technology advancing rapidly, the industry will expand even more (Taylor, 2015; Braun et al., 2016; Chao, 2017; Sylvester & Rennie, 2017; Abanazir, 2019). Technologies such as mobile devices, virtual reality, and augmented reality can create new opportunities for the E-sports industry (Faust et al., 2013; Gerber, 2017; Canfield, 2017; Baltezarević & Baltezarević, 2018; Gül et al., 2019). Additionally, E-sports teams and tournaments are attracting increasing sponsorship and investment, which will contribute to the industry's further growth (The Esports Observer, 2018; Edgar, 2019; Reitman et al., 2020).

Game Type and Segment Forecast: E-sports is divided into different segments in game types such as MOBA, RTS, FPS, Battle Royale, and others. MOBA is considered the largest segment in esports in 2020, generating a revenue of 388.8 million dollars. RTS earned 177.7 million dollars, FPS 174.9 million dollars, Battle Royale 130.8 million dollars, and other game types 222.8 million dollars in 2020. By 2023, the MOBA segment is expected to grow at an annual rate of 14.5%, the RTS segment at 12.3%, the FPS segment at 12.2%, the Battle Royale segment at 14.3%, and other game types at 15.7% (Prnewswire, 2023). According to the free e-sport organization and live broadcast report, e-sport organizations are expected to generate nearly 1.38 billion dollars in revenue by the end of 2022. China will constitute nearly a third of e-sports revenues worldwide (E-Sports Global Market Report, 2023). Digital revenues are forecasted to be one of the fastest-growing revenue sources for e-sports between 2020-2025 and will make up approximately 26% of total revenue in 2022. Streaming revenues are also a rapidly growing source of revenue for e-sports in the same period and will constitute approximately 18% of total revenue. Other sources of revenue will make up about half of e-sports' total revenue. (Newzoo, 2022).

METHOD

Population and sample

This research's universe was accessed from open sources on the Newzoo International B.V., Games Market Reports and Forecasts Consulting website (Newzoo, 2023). These data were subjected to a SWOT analysis. SWOT analysis is a strategic planning tool used to analyze an organization's internal and external environment to identify its strengths, weaknesses, opportunities, and threats. SWOT analysis helps to determine strategies aimed at utilizing opportunities, eliminating threats, developing strengths, and improving weaknesses by evaluating the organization's current situation (Agarwal et al., 2012). This analysis method helps organizations to maintain and increase their competitive advantage and can be used as a guide for evaluating their current situation and determining their future strategic decisions (Pickton & Wright, 1998). Additionally, in this research, international reports, articles, and news related to e-sports organizations, which have become popular around the world in recent years, were reviewed by conducting a literature review.

FINDING

Table 1. E-sports organizations market size and share strengths swot analysis strengths

Strengths
- High growth potential
- Wide consumer base
- Rapidly growing global market
- Innovative and attractive
- Strong sponsorship and advertising support
- High consumer loyalty

The strengths listed in Table 1 are brand awareness and popularity, the presence of professional players, high number of viewers, and various sponsorship agreements. These factors enable the industry to grow and attract more investments. The increase in the global market share of esports organizations can also be considered a significant strength.

Table 2. Weaknesses in the size and market share of e-sports swot analysis weaknesses

Weaknesses
- Issues of reliability and integrity
- High level of competition
- Lack of responsible gaming regulation
- Limited diversity of revenue sources
- In-game cheating issues
- In-game fraud and scam issues

In Table 2, weaknesses include not yet reaching wide audiences, lack of strict regulations at the professional level, evident concerns about player health and wellbeing, and various risks

such as cyber-attacks and fraud. These factors can hinder the growth of the industry and damage its reputation.

Table 3. E-sports organizations' market size and share opportunities swot analysis

Opportunities
- Expanding consumer base
- New and attractive tournament formats
- Rising revenue sources (sponsorship, advertising, etc.)
- Opportunities to enter new markets (for example, Asia)
- Developments in content and live streaming services
- Increasing consumer demand and popularity

In Table 3, the opportunities include the potential to reach an increasing broad audience, the increase in international tournaments, the use of new technologies, and the opportunity for businesses to benefit from the rising popularity of esports. These factors could lead to further growth of the sector and encourage various industries to invest in the esports industry.

Table 4. Market size and share threats swot analysis of e-sports organizations

Threats
- Rising level of competition
- Privacy and security issues
- Difficulties in complying with changing laws
- High level of player transfer fees
- Slow regulation process
- In-game fraud and scam issues

Table 4 outlines various threats, including fraud and counterfeiting, illegal betting and match-fixing, concerns over the safety of players and spectators, general regulatory shortcomings, and other various risks. These factors could hinder the sector's growth and negatively impact its reputation.

Table 5. Strengths swot analysis of e-sports organizations based on trends

Strengths
- The e-sports industry is a rapidly growing and gaining popularity sector.
- It has a high revenue potential and offers a global market supported by new technologies.
- E-sports can be an attractive option for investors.

The strengths mentioned in Table 5 highlight that the e-sports industry is attracting more attention with its rapid growth and increasing popularity. A market supported by high revenue potential, rising global trends, and new technologies can be an appealing option for investors.

Table 6. Weaknesses swot analysis of e-sports organizations based on trends

Weaknesses
- The e-sports industry is not yet sufficiently regulated and can face issues such as fraud.
- There are risks such as the increase of negative impacts like addiction and the prohibition of games in some countries.

In Table 6, the E-sports industry lacks sufficient regulations and, as a result, may face issues such as fraud and illegal activities. Additionally, there is a risk of increasing negative impacts like addiction and the banning of games in some countries.

Table 7. E-sports organizations' opportunities based on trends swot analysis

Opportunities
- The E-sports industry is a rapidly growing market, offering opportunities for new platforms and applications.
- The increased demand for online gaming due to the COVID-19 pandemic has positively impacted the E-sports industry.
- Integration with the traditional sports industry can accelerate growth.
- New technologies such as virtual reality, augmented reality, and artificial intelligence can enhance the E-sports experience and create new opportunities.
- International organizations provide opportunities for larger and better tournaments.

In Table 7, the rapidly growing market of E-sports presents numerous opportunities for industry players. Advancing technologies and increasing consumer interest create opportunities for new platforms and applications. Additionally, the surge in demand for online gaming during the COVID-19 pandemic has had a positive impact on the E-sports industry. Integration with the traditional sports industry can further expedite growth. New technologies offer limitless possibilities for the E-sports industry. Virtual reality, augmented reality, and artificial intelligence can enhance the gaming experience and open new avenues. Furthermore, international organizations offer opportunities for larger and higher-quality tournaments.

Table 8. E-sports organizations' threats based on trends swot analysis

Threats
- Increasing level of competition
- Privacy and security issues
- Challenges in complying with changing regulations
-High player transfer fees
- Slow regulatory process
- In-game cheating and fraud issues

In Table 8, the E-sports industry is still young and requires regulation. Issues like fraud, deception, illegal betting, and potential addiction remain significant threats. Additionally, game bans and increasing costs for players/viewers can negatively impact industry growth. Various legal regulations, taxation, and licensing challenges can also hinder industry growth. Moreover, while competing with the traditional sports industry, E-sports may face issues related to financing and sponsorships.

Table 9. Swot analysis of e-sports organizations by region (Asia-Pacific Region)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - The Asia-Pacific region holds a leading position in the E-sports industry and generated \$525.8 million in revenue in 2020. This region exhibits high growth potential. - The region's leadership demonstrates that E-sports is a rapidly developing market. 	<ul style="list-style-type: none"> - The Asia-Pacific region may face fraudulent activities such as match-fixing, which can damage the industry's reputation and reduce player trust. - Uncertain economic conditions can affect the stability of the E-sports industry in the region. 	<ul style="list-style-type: none"> - The Asia-Pacific region is a rapidly growing market, supported by technological advancements and consumer interest. This presents various opportunities, including new platforms, applications, and sponsorship opportunities. 	<ul style="list-style-type: none"> - The increase in match-fixing cases can negatively impact the reputation and credibility of the E-sports industry in the Asia-Pacific region. - Uncertain economic conditions may lead to reduced investments or restricted spending in the industry.

In Table 9, according to the analysis by regions, the Asia-Pacific Region: The Asia-Pacific region holds a leading position in the e-sports industry. Generating a revenue of \$525.8 million in 2020 and possessing a high potential for growth represent the strong points of the region. However, weaknesses and threats such as an increase in match-fixing cases and uncertain economic conditions exist. Nevertheless, the Asia-Pacific region is a rapidly expanding market, underpinned by technological advancements and consumer interest. The region offers new platforms, applications, and sponsorship opportunities. Therefore, the Asia-Pacific region maintains a high potential for future growth in the e-sports industry.

Table 10. Swot analysis of e-sports organizations by region (North America Region)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - The North America region possesses high revenue potential and generated \$423.9 million in revenue in 2020. This indicates that the region is a significant player in the E-sports industry. 	<ul style="list-style-type: none"> - The North America region may face weaknesses such as match-fixing cases and uncertain economic conditions. This can lead to trust issues and instability within the industry. 	<ul style="list-style-type: none"> - The North America region offers high revenue potential, creating various opportunities for investors and brands interested in the E-sports industry. 	<ul style="list-style-type: none"> - The increase in match-fixing cases can potentially damage the reputation and reduce player trust in the E-sports industry in North America. - Uncertain economic conditions may limit the growth of the E-sports industry in North America and lead to reduced investments.

In Table 10, according to the regional analysis, North America Region: The North America region plays a significant role in the e-sports industry. The region's revenue of \$423.9 million in 2020 illustrates its high-income potential. However, there are also weaknesses and threats such as an increase in match-fixing cases and uncertain economic conditions. The North American region offers various opportunities in the e-sports industry for investors and brands. However, increasing trust, improving regulations, and ensuring economic stability are essential for the region to maintain its growth in the e-sports industry.

According to the regional analysis, the Asia-Pacific region is the leader in esports and generated a revenue of \$525.8 million in 2020. Among the region's strengths are its high growth potential and leadership. North America comes in second, generating revenue of \$423.9 million in 2020. There is a high-income potential opportunity in North America. Among the threats are an increase in match-fixing cases and uncertain economic conditions in both regions.

Table 11. Swot analysis of e-sports organizations by revenue stream (sponsorship, media rights, digital revenues, tickets and merchandise, broadcasting fees)

Sponsorship Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - A high revenue stream with substantial sponsorship income (\$636.9 million). - Increasing sponsorship opportunities due to the growth of the E-sports industry. 	<ul style="list-style-type: none"> - The uncertainty or variability of sponsorship agreements. - Obtaining sponsorship deals may become more challenging due to increased competition. 	<ul style="list-style-type: none"> - The rapid growth of the E-sports industry can create new sponsorship opportunities. - The increasing interest of investors and brands in E-sports can lead to higher sponsorship revenues. 	<ul style="list-style-type: none"> - Increased competition can make sponsorship agreements more challenging. - Uncertain economic conditions can impact sponsorship spending.
Media Rights Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Revenue generated from media rights (\$163.3 million). - Increasing demand for broadcasting rights. 	<ul style="list-style-type: none"> - The variability and uncertainty of broadcasting rights. - Obtaining broadcasting rights may become more challenging with increased competition. 	<ul style="list-style-type: none"> - The potential for revenue from media rights may increase with the growing popularity of esports. - The development of new media platforms and broadcasting technologies can offer new opportunities for media rights. 	<ul style="list-style-type: none"> - Increased competition can make acquiring media rights more challenging. - Changing consumer preferences can influence the demand for media rights.
Digital Revenues Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Revenue from digital sources (\$126.9 million). - Earning revenue from online in-game sales, advertisements, and other digital income sources. 	<ul style="list-style-type: none"> - Fluctuation and uncertainty of digital revenues. - Increased competition in advertising revenues. 	<ul style="list-style-type: none"> - The potential for digital revenues may increase with the growing popularity of esports on online platforms. - Advertising and sponsorship opportunities for esports content may expand. 	<ul style="list-style-type: none"> - Increased competition can impact digital revenues. - The introduction of new advertising methods and changes in consumer behavior may affect the stability of digital revenues.

Table 11. (Continuation of the table) Swot analysis of e-sports organizations by revenue stream (sponsorship, media rights, digital revenues, tickets and merchandise, broadcasting fees)

Tickets and Merchandise Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Revenue from tickets and merchandise (\$105.8 million). - The increase in demand for esports events can lead to higher revenue potential. 	<ul style="list-style-type: none"> - Uncertainties and limitations of live events. -Increased competition in merchandise sales. 	<ul style="list-style-type: none"> - The increase in demand for esports events can lead to higher revenue potential from tickets and merchandise. - Brands may show a higher demand for esports-themed products. 	<ul style="list-style-type: none"> - The limitations of live events can impact the revenue from tickets and merchandise. - Increased competition can make merchandise sales more challenging.
Broadcasting Fees Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Revenue from broadcasting fees (\$88.9 million). - The increase in broadcasting platforms and content providers can lead to higher revenue potential. 	<ul style="list-style-type: none"> - The variability and uncertainty of broadcasting fees. - Obtaining broadcasting fees may become more challenging with increased competition. 	<ul style="list-style-type: none"> - The potential for revenue from broadcasting fees may increase with the growing popularity of esports. - The emergence of new broadcasting platforms and content providers can offer new opportunities for broadcasting fees. 	<ul style="list-style-type: none"> - Increased competition can make obtaining broadcasting fees more challenging. - Changing consumer preferences and content viewing habits can influence broadcasting fees.

In Table 11, based on the analysis by revenue stream, it reveals the strengths, weaknesses, opportunities and threats of the industry. The e-sports industry has a diversified ecosystem with different revenue streams and this analysis focuses on evaluating the unique dynamics of each revenue stream. Among the strengths, the high sponsorship revenues are an indicator of growth in the e-sports industry. Similarly, the increase in revenues from media rights and the growth potential of digital revenues contribute to the industry's expansion and revenue diversity. In addition, revenues from tickets and products, and broadcaster fees also play a significant role in the revenue table of the e-sports industry. Among the weaknesses, the variability and uncertainty of broadcasting fees. Difficulty in securing broadcasting fees due to increasing competition. In terms of opportunities, the fast-growing market of e-sports and support with technological developments offer opportunities for new sponsorship deals, media rights, digital revenues and live events. The increased interest in the e-sports industry and the interest of brands in this field increase the revenue potential, while new media platforms and content providers also offer new opportunities. When analyzing the threats, increasing competition can make securing broadcaster fees difficult. Changing consumer preferences and content viewing habits can affect broadcasting fees. Also, fluctuations in revenue streams and changing consumer preferences can pose risks to the industry.

DISCUSSION AND CONCLUSION

E-sports have come a long way from the early days of video games to the present day. From local arcade competitions to global tournaments with prize pools worth millions of dollars, e-sports have become a serious industry with followers worldwide. With advancements in technology, e-sports are expected to become even more widespread and grow. The e-sports industry is undeniably a rapidly growing and evolving market. This growing market provides attractive options for investors. Growth in the industry, advancements in technology, consumer interest, and the impact of the Covid-19 pandemic have combined to increase the market's growth and potential. However, the weaknesses and threats the industry faces could limit the sector's progress. The e-sports industry requires strategic planning, strong management, and innovative approaches to evaluate future opportunities and minimize threats. The e-sports industry has the potential for future growth, backed by its strengths, advancements in technology, and global trends. These strengths include being a rapidly growing global industry, having a wide fan base, revenues coming from various sources, and digital and streaming revenues being among the fastest-growing sources of income.

However, the e-sports industry also has weaknesses. These include the lack of legal regulations in some countries, low player wages in some regions, and financial difficulties of some e-sports organizations. These factors could limit the growth and development of the e-sports industry.

The e-sports industry also has many opportunities. These include a rapidly growing global fan base, increasing investments, large-scale events, and innovations, as well as the increasing popularity of digital assets and NFTs. These opportunities could help the growth of the e-sports industry continue and create new sources of revenue.

The e-sports industry faces many threats. These include illegal activities, regulatory uncertainties, player fatigue, and pandemic-related restrictions. These factors could hinder or slow down growth and development in the e-sports industry. Match-fixing in the e-sports industry poses a threat. Because e-sports are a competitive game for many people, it also involves betting, which has led to an increase in abuse activities such as match-fixing and manipulation in e-sports. This situation can shake the industry's integrity and reliability and potentially cause players, teams, and sponsors to lose confidence.

E-sports have become a rapidly growing industry worldwide, based on revenue streams, and are expected to grow even more in the future. The global revenues of e-sports are increasing

every year and are expected to be even higher in the future. The industry is expected to expand further and create new opportunities with the advancement of technology. The e-sports market is considered a rapidly growing industry. Sponsorship is the largest source of revenue in e-sports. The Asia-Pacific region leads in e-sports. While MOBA is considered the largest segment in e-sports, other game types are also growing. In the future, growth in e-sports will continue, and new opportunities will emerge. In general, it is an undeniable fact that the e-sports industry is a rapidly growing and evolving market. Being a rapidly evolving sector, it faces factors such as changing consumer behavior, technological advancements, legal regulations, and competition. Therefore, it is important for the industry to consider these factors and act strategically against these challenges for future growth and success. As a conclusion, this growing market could be an attractive option for investors. Growth in the industry, combined with technological advancements, consumer interest, and the impact of the pandemic, is increasing market growth and potential. However, the weaknesses and threats the industry faces could limit the sector's progress. The e-sports industry requires strategic planning, strong management, and innovative approaches to evaluate future opportunities and minimize threats. However, some issues related to regulations and adversities are still ongoing. The e-sports industry has the potential for future growth, backed by technological advancements and global trends. The e-sports industry can realize its future growth potential with strong management, innovation, strong partnerships, and consumer-focused approaches. An effective strategy is needed to preserve strengths, address weaknesses, evaluate opportunities, and minimize threats.

GENİŞLETİLMİŞ ÖZET

GİRİŞ

E-sporun gelişimi ve tarihi, video oyunlarının erken dönemlerin aksine son birkaç on yılda ana akım bir fenomen haline gelmiştir (Kozinets, 2015; Carrillo-Vera & Aguado-Terrón, 2019; Trepte ve ark., 2019; Higgins, 2020). E-spor endüstrisi, son yıllarda hızla büyüyen bir endüstri haline gelmiştir ve yüksek miktarda gelir elde etmektedir. 2021 yılında, e-sporun küresel geliri, 1 milyar doları aşmıştır. Bu gelirin çoğu, turnuvaların yayın hakları, sponsorluklar, ödül havuzları ve e-spor takımlarının satışlarından elde edilmektedir (Newzoo, 2021a). Küresel bazda, Asya-Pasifik bölgesi e-spor organizasyonlarında liderdir ve 2020 yılında 525,8 milyon dolar gelir elde etmiştir. Kuzey Amerika, 2020 yılında 423,9 milyon dolar gelir elde ederek ikinci sırada yer almaktadır. E-spor, 2023 yılına kadar Asya-Pasifik bölgesinde yıllık %16,2 büyüme oranıyla 1,17 milyar dolar gelir elde etmesi beklenirken, Kuzey Amerika'da yıllık %11,8 büyüme oranıyla 658,6 milyon dolar gelir elde etmesi beklenmektedir (Newzoo, 2021b; Prnewswire, 2023). Sponsorluk, e-spor organizasyonlarında en büyük gelir akışı kaynağıdır. 2020 yılında, e-sporunda sadece sponsorluk gelirleri 636,9 milyon dolara ulaşmıştır. Diğer

gelir akışları arasında medya hakları, dijital, biletler ve ürünler, yayıncı ücretleri ve akış yer almaktadır. Medya hakları, 2020 yılında 163,3 milyon dolar, dijital gelirler 126,9 milyon dolar, biletler ve ürünler 105,8 milyon dolar, yayıncı ücretleri 88,9 milyon dolar ve akış gelirleri 20,3 milyon dolar olmuştur (Newzoo, 2020).

YÖNTEM

Evren ve örneklem

Araştırmanın evrenini Newzoo International B.V., Games Market Reports and Forecasts Consulting, verileri (Newzoo, 2023) internet sayfasında erişime açık kaynaklardan ulaşılmıştır. Bu verilere SWOT analizi uygulanmıştır. “*SWOT analizi, bir organizasyonun iç ve dış çevresini analiz ederek, güçlü ve zayıf yönlerini, fırsatlarını ve tehditlerini belirlemek için kullanılan bir stratejik planlama aracıdır. SWOT analizi, organizasyonun mevcut durumunu değerlendirerek, fırsatları kullanmaya, tehditleri ortadan kaldırmaya, güçlü yönleri geliştirmeye ve zayıf yönleri iyileştirmeye yönelik stratejilerin belirlenmesinde yardımcı olur*” (Agarwal ve ark., 2012). Bu analiz yöntemi, organizasyonların rekabet avantajını sürdürmesine ve arttırmasına yardımcı olur ve mevcut durumunu değerlendirmesi ve gelecekteki stratejik kararlarını belirlemesi için bir rehber olarak kullanılabilir (Pickton ve Wright, 1998). Ayrıca Bu çalışmada, literatür taraması yaparak, Dünya’da son yıllarda yaşanan popüler hale gelen e-sporlar organizasyonlarına yönelik uluslararası raporlar, makaleler ve haberler incelenmiştir.

SONUÇ

E-spor endüstrisi, hızla büyüyen ve gelişen bir pazar olduğu göz ardı edilemez bir gerçektir. Büyüyen bu pazar ve yatırımcılar için cazip bir seçenekler sağlamaktadır. E-spor endüstrisi, gelecekteki fırsatları değerlendirmek ve tehditleri minimize etmek için, stratejik planlama, güçlü yönetim ve yenilikçi yaklaşımlar gerektirmektedir. E-spor endüstrisinin, güçlü yönleri teknolojideki gelişmeler ve küresel trendlerin de desteğiyle, gelecekte büyüme potansiyeli bulunmaktadır. Bu yönler arasında, hızla büyüyen küresel bir endüstri olması, geniş bir hayran kitlesine sahip olması, gelirlerin çeşitli kaynaklardan gelmesi ve dijital ve akış gelirlerinin en hızlı büyüyen gelir kaynakları arasında yer alması bulunmaktadır.

Bununla birlikte, E-spor endüstrisinin zayıf yönleri de bulunmaktadır. Bunlar arasında, bazı ülkelerde yasal düzenlemelerin eksikliği, bazı bölgelerde düşük oyuncu ücretleri ve bazı espor organizasyonlarının finansal sıkıntıları sayılabilir. Bu faktörler, espor endüstrisinin büyümesini ve gelişmesini sınırlayabilir.

E-spor endüstrisinin birçok fırsatı da bulunmaktadır. Bunlar arasında, hızlı büyüyen küresel bir hayran kitlesi, artan yatırımlar, büyük ölçekli etkinlikler ve inovasyonların yanı sıra dijital varlıkların ve NFT'lerin giderek artan popülaritesi sayılabilir. Bu fırsatlar, espor endüstrisindeki büyümenin devam etmesine ve yeni gelir kaynakları oluşturulmasına yardımcı olabilir.

E-spor endüstrisi birçok tehditle karşı karşıyadır. Bu tehditler arasında, yasadışı faaliyetler, düzenleyici belirsizlikler, oyuncu yorgunluğu ve pandemiye bağlı sınırlamalar bulunmaktadır. Bu faktörler, E-spor endüstrisinde büyümeyi ve gelişmeyi engelleyebilir veya yavaşlatabilir. Match-fixing: E-spor endüstrisindeki maç düzenleme ve manipülasyonu, endüstri için bir tehdit oluşturuyor. E-spor, birçok kişi için rekabetçi bir oyun olması nedeniyle bahis oynama işini de içermekte ve buna bağlı olarak, e-sporunda maç düzenleme ve manipülasyonu gibi kötüye kullanım faaliyetleri de artmaktadır. Bu durum, endüstrinin bütünlüğünü ve güvenilirliğini sarsabilir ve potansiyel olarak oyuncuların, takımların ve sponsorların güvenini kaybetmelerine neden olabilir.

Genel olarak, E-spor endüstrisi, hızla büyüyen ve gelişen bir pazar olduğu göz ardı edilemez bir gerçektir. Hızla gelişen bir sektör olmakla birlikte, değişen tüketici davranışları, teknolojik ilerlemeler, yasal düzenlemeler ve rekabet gibi faktörlerle karşı karşıyadır. Bu nedenle, endüstrinin gelecekteki büyüme ve başarı için bu faktörleri dikkate alması ve bu zorluklara karşı stratejik bir şekilde hareket etmesi önemlidir. Sonuç olarak, Büyüyen bu pazar ve yatırımcılar için cazip bir seçenek olabilir. Endüstrideki büyüme, teknolojideki gelişmeler, tüketici ilgisi ve pandeminin etkisiyle birleşerek, pazarın büyümesini ve potansiyelini arttırmaktadır. Ancak, endüstrinin karşı karşıya kaldığı zayıf yönler ve tehditler, sektörün ilerlemesini sınırlayabilir. E-spor endüstrisi, gelecekteki fırsatları değerlendirmek ve tehditleri minimize etmek için, stratejik planlama, güçlü yönetim ve yenilikçi yaklaşımlar gerektirmektedir. Bununla birlikte, düzenlemeler ve olumsuzluklarla ilgili bazı sorunlar hala devam etmektedir. E-spor endüstrisi, teknolojideki gelişmeler ve küresel trendlerin de desteğiyle, gelecekte büyüme potansiyeli bulunmaktadır. E-spor endüstrisi, güçlü yönetim, inovasyon, güçlü ortaklıklar ve tüketici odaklı yaklaşımlarla gelecekteki büyüme potansiyelini gerçekleştirebilir. Güçlü yönleri korumak, zayıf yönleri ele almak, fırsatları değerlendirmek ve tehditleri minimize etmek için etkili bir stratejiye ihtiyaç vardır.

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Fikir ve Kavramsal Örgü <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak <i>Form the research hypothesis or idea</i>	Ahmet ŞAHİN
Tasarım Ahmet ŞAHİN <i>Design</i>	Yöntem ve araştırma desenini tasarlamak <i>To design the method and research design.</i>	Ahmet ŞAHİN
Literatür Tarama <i>Literature Review</i>	Çalışma için gerekli literatürü taramak <i>Review the literature required for the study</i>	Ahmet ŞAHİN
Veri Toplama ve İşleme <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlemek ve raporlaştırmak <i>Collecting, organizing and reporting data</i>	Ahmet ŞAHİN
Tartışma ve Yorum <i>Discussion and Commentary</i>	Elde edilen bulguların değerlendirilmesi <i>Evaluation of the obtained finding</i>	Ahmet ŞAHİN
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