

A Marketing and Management Analysis about the Swimming Market in Guangzhou

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<p>In recent years, people's consumption concept has gradually changed from survival stage to enjoyment stage. However, people's physical quality is decreasing, and the obesity rate is increasing. This has aroused the attention of the national government.</p> <p>Because of natural climate, government policies and people's preferences, the development of swimming market in Guangzhou is driving the development of sports industry in Guangzhou, and promoting the continuous promotion of "national fitness" in Guangzhou.</p> <p>However, swimming is a high-risk skill sport. At present, the main business form of swimming agencies in Guangzhou are opening and training courses. How to use policy support and other favorable conditions to improve the business level of swimming agencies and get through the plateau stage as soon as possible, it put forward high requirements to qualifications of employees, institutions' management system, managers' experience and ability and so on.</p> <p>In this research, in order to learn about the current situation of the swimming market in Guangzhou, we use questionnaires, interviews and field surveys to collect information from baby swimming agency, university swimming stadium, outsourced swimming pool in residential quarters, gymnasium's swimming pool and the training field of the professional team. So we made the following conclusions: (1) The relevant laws and regulations are not perfect, and the government's supervision is not in place. (2) Business model is single, limited to tradition and lack of innovation. (3) Institutions' management system is imperfect and lack of risk management. (4) Employees are of low quality and short of safety and hygiene consciousness. (5) Poor environmental hygiene.</p> <p>After graduation, I plan to stay in Guangzhou, do business about swimming. With this investigate, I have a comprehensive and profound understanding of the swimming market in Guangzhou, such as supporting policy, supply and consumption demand of swimming</p>	

market, operating status of swimming agencies and so on. Above all, the survey of the swimming market in Guangzhou is helpful for me to start my business or find the job which I'm interested in the future.

Keywords

Guangzhou, swimming market, business form, management, safety

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1. Introduction

With the development of China's economy and the deepening of reform and opening up, people's life needs are basically satisfied. In recent years, people's consumption concept has gradually changed from survival stage to enjoyment stage. However, people's physical condition is getting worse and the obesity rate is increasing. This has aroused the attention of the national government.

Since 18th National People's Congress put forward the national fitness, sports upsurge craze swept across the country. In response to the national call, the local governments subsidize the sports venues, set up " National Fitness Day ". During the " National Fitness Day ", all sports venues in Guangzhou ought to open to the public for free. What' s more, the local governments use media public opinion to promote national fitness and encourage various forms of sports activities such as marathon, hiking cycling and so on. Policy support provides broad prospects for the sports industry.

Guangzhou, located in the subtropical region, high temperature and rain in summer, the average temperature in summer is above 37 degrees centigrade. (Guangdong Statistic Bureau 2016.). Such natural conditions make swimming become one of the most popular sports among Guangzhou citizens. It also laid a solid foundation for the development of swimming market in Guangzhou. In addition, the reform of education policy, the development of economy and the progress of science and technology also provide favourable conditions for the development of swimming market in Guangzhou.

However, Guangzhou's swimming market, with so many favourable factors, but it is still not able to develop well. As a professional swimmer and a swimming coach, I am having three years of swimming teaching experience. I intend to set up a swimming agency such as baby swimming agency, outsourced swimming pool in residential quarters or gymnasium's swimming pool in Guangzhou after graduation. In order to achieve this goal, I made an analysis of the competitiveness of different types of swimming institutions in Guangzhou by analyzing literature, distributing questionnaires, interviewing and field surveys. In this way, I can find business opportunities in Guangzhou's swimming market, and then smoothly enter the market and be successful in the competition.

The research found out that swimming is a high-risk skill sport. At present, the main business forms of swimming agencies in Guangzhou are opening and training courses. Otherwise, through investigation, we found the following problems: (1) The relevant laws and regulations are imperfect, and the government's supervision is not in place. (2) Business model is single, limited to tradition and lack of innovation. (3) Institutions' management

system is imperfect and lacks risk management. (4) Employees are of low quality and short of safety and hygiene consciousness. (5) Facilities are poor in environmental hygiene. At the same time, most of the existing businesses in the swimming market haven't realized the importance of how to use policy support and other favourable conditions to improve the business level of swimming agencies and get through the plateau stage as soon as possible yet. This has led to the current competition in Guangzhou's swimming market, which is low-end competition. If I want to gain an edge in market competition, I should put forward high requirements to qualifications of employees, institutions' management system, managers' experience and ability and so on.

2. Selection Basis and Significance

With the economic development of Guangzhou and the improvement of people's living standard, swimming not only as a basic survival skill but also a healthy exercise. Swimming has become one of the most favorite sports of Guangzhou citizens. However, the swimming market supply and demand, whether " quality " or " quantity " of the speed of development unable to keep pace with the development of market demand. For example, Consumers don't satisfied with the quality of swimming training, environmental health, quality of personal and so on. In addition, there are still very few researches about the swimming market of Guangzhou. If we do relevant research and find the development direction of Guangzhou's swimming market, we can fully be prepared for the future of entrepreneurship.

2.1. Topic Selection Basis

PEST analysis is a macro environment analysis method. This section will introduce why I chose the topic by using the PEST analysis. In this analysis way, P for Politics, it's an introduction about the reform of the education system provides abroad prospect for the swimming market. E for Economics, it's a statement about economic development and quality of life in Guangzhou. S for Society, it's talking about Guangzhou's Unique Natural and Social Environment. T for Technology, it's an introduction about the development of science and technology promotes the development of the Guangzhou swimming market.

2.1.1. The Reform of the Education System Provides a Broad Prospect for the Swimming Market

Guangzhou Education Bureau formulated and published the "Notice of Guangzhou Education Bureau's Opinion on the Examination of Physical Examination for the Students of Guangzhou Junior Middle School" in 2016 (Guangzhou Education Bureau 2016.). The report clearly points out the contents and standards of Guangzhou sports examination and divides it into two parts -- unified examination and comprehensive quality of physical education. Notably, the swimming is stipulated in the comprehensive quality of sports.

With the reform of sports examination, swimming will be widely carried out in schools. More and more parents will pay more attention to their children's swimming skills. More and more swimming agencies will start from this, fully explore the market. Thus, the reform of the education system provides a broad prospect to the swimming market.

2.1.2. Economic Development and Quality of Life

With reform and opening, Guangzhou's economic level is increasing, Guangzhou is firmly one of the most developed in China. In 2017, Guangzhou GDP was to ¥21503.15 billion, ranking the fourth in the country. (Guangdong Statistic Bureau 2016.) The per capita income is rising steadily, and the consumption level is increasing, Engel coefficient continues to decline. Moreover, residents' consumption has gradually shifted from the stage of survival to the stage of enjoyment. For example, the proportion of subsistence and development expenditure, such as tourism, fitness, entertainment, education, etc. is obviously higher than the proportion of living expenses, such as food, clothing and so on. People's consumption concept is upgrading, consumption trend increasingly diversified, more and more attention is pay to spiritual enjoyment.

From table 1. and table 2. we can clearly see that, the expenditure of education, culture and entertainment service of urban residents in Guangzhou is higher than the country all the time. After 2000, the gap between the two indicators has also become wider and wider. Furthermore, the amount of consumption expenditure of Guangzhou urban residents' education, culture and entertainment services began in 1992, the average annual growth rate is about 0.79%. Among them, 2000 - 2004 grew most fastest, the average annual growth rate is about 1.1%. These shows that the consumption level of Guangzhou citizens is gradually increasing, and the choice of consumption is gradually diversified to meet the basic needs of survival. On this basis, people have higher requirements for the quality of life.

Table 1. The proportion of consumption expenditure of education, culture and entertainment services of urban residents in Guangzhou compared with all urban residents in China. (Guangdong Statistic Bureau 2016.)

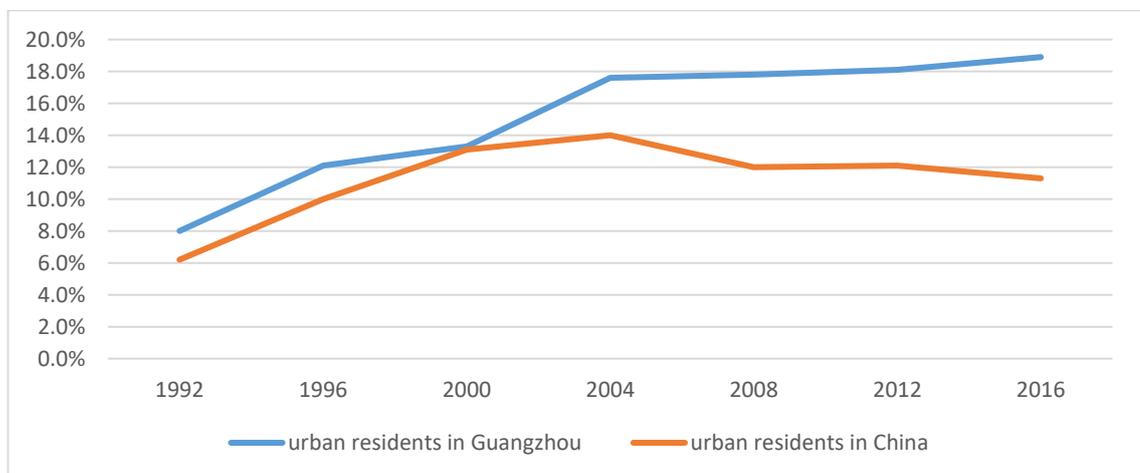
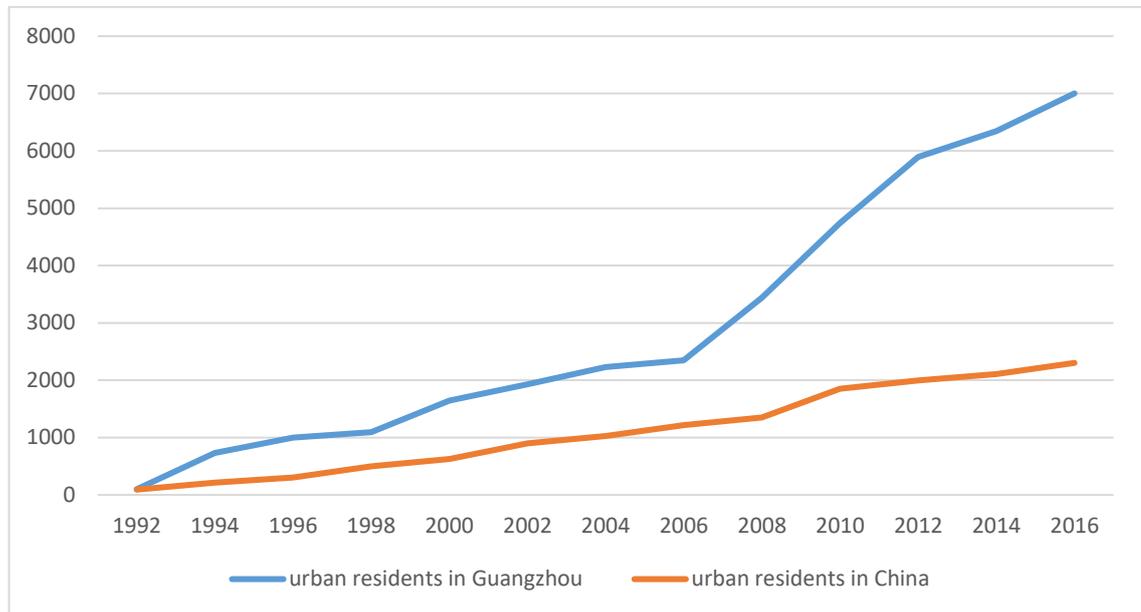


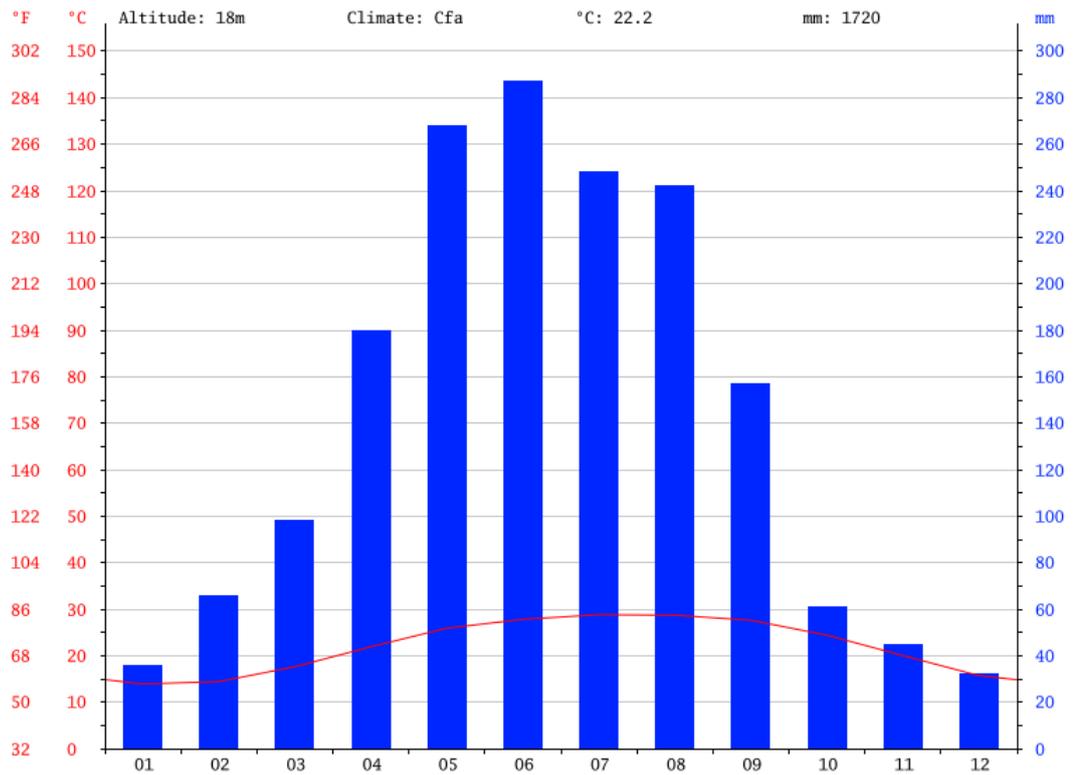
Table 2. The expenditure of education cultural entertainment service of city residents in Guangzhou city and the expenditure of education cultural entertainment service in the whole country (Unit: Yuan per resident). (Guangdong Statistic Bureau 2016.)



2.1.3. Guangzhou's Unique Natural and Social Environment

Guangzhou is located in the southeastern coast of China, its range is East longitude 112 to 114 degrees, North latitude 26 to 23. Guangzhou belongs to subtropical monsoon climates, which the same period of rain and heat, and high temperature and large rainfall in summer. (Guangzhou Meteorological Bureau 2017.). According to meteorological data of Guangzhou in 2017 (picture1.), published by Guangzhou Meteorological Bureau, it rains heavily 5-8 months in Guangzhou, the average rainfall is about 260mm, Meanwhile, the average temperature is around 34 C. Hot summer in Guangzhou begins from May to October every year. A hot and unbearable weather makes swimming pools in Guangzhou become good places for Guangzhou citizens to enjoy summer sports.

Picture 1. Meteorological data of Guangzhou city in 2017. (Guangzhou Meteorological Bureau 2017.)



On the other hand, in order to response to the appeal of national fitness, Guangzhou municipal government attach more and more importance to improve the water quality of the Guangzhou Mother River-- the Pearl River. Since 2007, Guangzhou municipal government has held a "crossing the Pearl River" activity every year. This initiative has stimulated the enthusiasm of Guangzhou citizens to participate in swimming' s fitness, and provided a broad mass basis for the development of Guangzhou' s swimming industry.

2.1.4. The Development of Science and Technology Promotes the Development of the Guangzhou Swimming Market

With the economic development more and more high-tech is applied to the swimming industry. For example, circulating purification swimming pool water quality system not only reduce the waste of water resources but also reduce the operating costs of the swimming pool. The development of the Internet has also made the marketing of swimming organizations more and more diversified.

2.1.5. Analysis of the Current Situation of Guangzhou Swimming Market

The Guangzhou municipal government has issued relevant laws and regulations on the environment, sanitation and qualification of the swimming pools. In spite of there are many laws to follow, the regulation is not adjusted the reality and the legal provisions are rigid so that cannot adapt to the current development of Guangzhou swimming market. So it cannot effectively promote the development of Guangzhou swimming market and harness its bad phenomena.

At present, the swimming venues in Guangzhou are generally divided into four types: baby swimming pools, university swimming pool, outsourced residential community swimming pools and brigade training venues. First of all, the baby swimming industry in the Guangzhou is in its infancy, so this part has many problems in personnel management, environmental hygiene, and the quality of employees and so on. Secondly, the university swimming pool, compared to the most swimming pools on the market, has high quality resources, but the utilization rate is not high. In addition, the outsourced community swimming pools in most of the residential areas in Guangzhou are contracted by the private sectors, and the quality of the employees is uneven. The environmental hygiene is not ideal, and the awareness of safety risk management is lacking. Finally, brigade training venues, with the highest quality resources in Guangzhou are not in the market, and the public can not enjoy these resources, which is undoubtedly a loss from a financial perspective.

2.2. Significance of Topic Selection

As the capital city of Guangdong Province, Guangzhou not only carries the expectation of the Guangzhou citizens for the development of sports industry, but also pays attention to the sports life of the residents in Guangzhou. The development of the swimming market in Guangzhou, is also an example for the development of Guangdong' s swimming industry. Therefore, the investigation and research of Guangzhou's swimming market is imperative.

Swimming is one of the most important leisure and entertainment activities of Guangzhou citizens, especially in summer. Many people are engaged in the work related to swimming. Swimming market in Guangzhou is a market with huge profits but lacks of effective management. The topic of my thesis is based on consumers' demand, focus on developing some untapped areas. Profit making and optimizing companies' management structure with marketing and management expertise can lead to profit maximization. This work can also lead to my own business in the future.

3. Literature and Research Overview

Previous literatures like the shoulders of giants. So I have consulted a large number of documents and related researches which can enrich my knowledge reserve and clarify the direction of research. This chapter will introduce some research findings about Chinese swimming market, for example, the management of public stadiums, the present situation of the swimming pool in the residential areas, the swimming pool management model, the safety and risk management of swimming pools and so on.

3.1. Research on the Management of Public Stadiums in China

In order to better play the role of the sports venues, we must correctly deal with the relationship between managers and users, strengthen the internal management of the sports venues and select an appropriate management mode.

Stadiums in Macao are very imperfect in the current management system, including: (1) The boundaries between managers and users are unclear and responsibilities are not clear. (2) Venues' s management models are diverse with lack of relevant information feedback system. (3) The relationship between management agencies is not close and there is lack of basic communication. (4) In the process of managing sports venues is too rigid. (Zhou meng 2009.). Besides, in order to better improve the economic efficiency of gymnasiums in China, we must do the following things: (1) Managers should reform the management system of the gymnasiums and (2) improve service awareness and level. (3) The site and functional design should be reasonably planned before building the stadium. (4) The revenues of the stadiums must be enhanced. (5) The personnel incentive mechanism must be improved and the economic evaluation systems must be set up for the sports venues. (Zhang yuezi 2014.).

3.2. Research on the Present Situation of the Swimming Pool in the Residential Areas of China

As important locations of the mass swimming pools, the residential areas have gradually reached the focus and more social attention than before.

Most of the swimming pools in new large and medium-sized residential quarters like Wuhan, Hubei are also mostly idle. The main causes of the present situation are as follows: (1) The real estate business didn't pay attention to the practical swimming pool construction during the initial construction period, and the construction has also been unreasonable. (2) The operation costs of swimming pools are high and the profit is low. (3) The

safety management of swimming pools cannot be guaranteed. (Shao jun & Xia huihui 2008, A02.). Moreover, the relevant legal system is not completed, managers' awareness of safety is weak, the professional quality of the staff is not high and the facilities' and water quality treatment is poor. These all are problems of pool management. (Wu yong 2014, 20.).

3.3. The Study of the Swimming Pool Management Model in China

A reasonable business model can bring good economic benefits. Therefore, the management mode of swimming pool is very important. In accordance with a majority of swimming pools is transferred to the individual, collective or regular registered sports companies in the form of contract lease or contract, which has played a good management effect, and is gradually developing to the public construction of private industrialization. (Wang guozun 2006, 11-13.). In the light of nowadays, most of the community swimming pools are outsourced, but due to the high investment cost and low revenue during the operation process, So the operators of the pool change frequently. (Zhao lei 2013, T03.).

To manage a swimming site well and achieve the desired benefits, we have to face multiple tests. In the current business process in many swimming pools generally have a single business mode, facilities are not perfect, swimming pools' managers are lacking of experience, the running costs of swimming pools are high and the income is low, there is lack of publicity and so on. Managers must make a reasonable business plan, not to think of obtaining large profits. Managers will be invincible in the market competition if they take a long view. (Wang jianying 2011, 144.).

3.4. Research on the Safety and Risk Management of Swimming Pools

The safety of swimming has always been the focus of attention in the academia circles, the educational circles and all walks of life. With the rapid development of society and the rise of urban leisure life, more and more people participate in swimming and the safety of swimming is becoming more and more prominent.

In Suzhou, the risk management of children's swimming training can establish risk prevention system of four aspects: risk avoidance, transfer, control and self retention. In addition, through the investigation of the ultimate coaches swimming teaching and training, Which suggests that the risk of Suzhou children's swimming training comes from four aspects: coaches, trainees, environment and the managers of the training class. The author believes that the management of training courses is the core of all risks. The risk prevention and risk transfer are the main points to deal with the risk of swimming training courses. It

is believed that the risk prevention of swimming training class should strengthen the safety management ability of the managers, strengthen the safety information and education, improve the coaches' business skills and risk cognition. (Xu shouqiang 2010.). Besides, safety problem is a common problem faced by consumers and swimming pools' managers. Swimmers should establish the safety awareness of swimming, learn some simple life-saving skills and self-help common sense; the operators should be vigilant at all times. Besides, relevant departments also need to enhance the supervision of the safe operation of swimming pools. (Lan jing 2009, 42-44.). Furthermore, Study on Risk Management of Children's Swimming Training in Guangzhou mentioned that, training risk management includes four factors: coaches, trainees, environment and the management personnel. Therefore, the coaches should raise the safety awareness in the classes, the managers should always put the safety problem first, and pay attention to the hidden danger in the swimming pools and remove it in time. (Tian dongsheng 2014.).

3.5. Related Research on the Management of Foreign Swimming Venues

Compared with China, the management of foreign swimming venues is worth learning from both the system and the management level.

Swimming in Japan is a very popular sports. There are more good facilities in the swimming pools. In order to make the swimming market develop healthily, the relevant departments of Japan continue to improve the safety management system of the swimming market, establish the standard system of safety management and the factors that are not conducive to the development of swimming. (Zhou qiang, Dai yan, Wen guangqing & Wang Jiangang 2014, 4-5.). What's more, Singapore's swimming venues are not for profit and solely rely on government subsidies. It is the national auxiliary project that the government takes the national fitness as the prerequisite. The government of Singapore attaches great importance to the development of swimming, so the management system of swimming venues is relatively perfect, swimming pool managers are generally with higher level, and the enthusiasm of the masses to participate in swimming is very high.(Zhang yang 2013.).

3.6. Study of infant swimming

In China, early education has become a hot spot in today's society, so that there are many cities, which have carried out baby swimming.

The management staff was not experienced, the professional level of the staff was low, the training of disinfection hygiene was not in place, and the problems of undocumented

employment were outstanding. (Zhong jie, Zheng xueyin, Xu min, Jia xieyang, Tang hui-min, Chen xianhua & Wei qiong hua 2012, 249-251.). The Influence of Swimming on the Temperament of Infants found that,(1) Infants' s temperament dimension will show gender difference with age if they swimming in infancy. After a certain period of tracking and monitoring, it was found that there was no difference in the influence of swimming on the temperament dimension at the age of 1-2 months, but with the increase of age, there was a significant difference between the infant and the control group, which was mainly manifested in the infant's response intensity, attention, persistence, adaptability and rhythmic activity, dynamic level and so on. (2) Baby swimming as a new health sports for the babies, the biggest feature is nature. Because when the baby is not born, he lives in the mother's uterus which full of amniotic fluid. Let babies swim, can simulate their living environment in the womb so that maintain their active activity, promote the development of physical function. (3) Parents can learn about the temperament characteristics of their babies by swimming, so as to make certain guidance for their study and live according to their temperament characteristics, carry forward the advantages and correct their shortcomings. (Liu yuanxiang, Yu meili & Yao bae 2009, 181-182.).

4. Research Objects and Methods

Different problems have different characteristics. We should adopt different methods of investigation for different problems. Based on the relevant literature and research, this chapter will introduce the object of this study and survey methods used for different objects. Only by fully understanding the current situation of Guangzhou's swimming market, we can find out its shortcomings and lay the foundation for future development and possible entrepreneurship.

4.1. Research Object

The research object is the swimming market in Guangzhou, including 20 baby swimming institutions, consisted of baby natatoriums, early education centers, baby natatoriums and infant swimming centers of confinement centers, 12 universities' swimming pools which included Sun Yat-sen University, South China University of Technology and so on, 30 outsourced swimming pools in residential quarters including HengLiwanpan, Xinguang City Plaza etc. and 60 swimming pools in the gyms.

4.2. Research methods

According to The Sixth National and Site Census Data Bulletin of Guangzhou (Guangdong Sports Bureau 2015.), there are 655 outdoor swimming pools and 153 swimming pools in Guangzhou, of which there are 574 swimming places open to the outside world, including 14 public swimming venues, 383 community swimming pools, 71 hotels' swimming pools, 106 swimming pools in fitness clubs, colleges and enterprises, and 239 infant swimming pools.

The above swimming pools have their own problems, they have similarities and they have special characteristics. However, by using different research methods we can further analyze the characteristics of these problems and probably give solutions to the problems.

4.2.1. Survey

In order to understand the problems arising from the operations of the baby swimming pool in Guangzhou, such as the environmental hygiene of the baby swimming pool and the health of the employees and its qualifications, we designed two questionnaires: the staff questionnaire and the consumer questionnaire. We sent 200 questionnaires to consumers and staff members in Guangzhou respectively, and all questionnaires were collected back. Survey can break through the limitation of time and space and there is a possibility to collect more survey data with less manpower and material resources.

4.2.2. Interview

In order to meet the needs of this study, we interviewed the managers, staffs and consumers of the swimming pools to obtain the information which was needed for the study. The methods, which we used were telephone interview and face-to-face interview.

We can get direct and specific information through direct communication with the interviewees, so that we can understand all kinds of market phenomena extensively and deeply, and the data of the investigation is more reliable and we can control it better in the process of investigation. Moreover, interview make up the insufficiency of the questionnaire investigation.

4.2.3. Field investigation

In order to make the research work smoothly, we carried out field investigations in 20 baby swimming institutions, in 30 outsourced swimming pools in residential quarters, in swimming venues in 12 universities' and in 60 swimming pools in the gyms. Through the field investigation, we found out the site conditions, personnel situation and actual situation of consumers. Field investigation is simple and feasible, with strong operability, directness and reliability.

5. Research Results and Analysis

This chapter will show and analyse the results of the surveys which investigated by above-mentioned investigation methods. Elaborate the current situation of different types of swimming agencies in Guangzhou swimming market. Thus, I will give analysis for the results and point out where should we start to prepare for our business.

5.1. An Overview of Baby Swimming

Infant swimming refers to newborns (from birth to 28 days), or babies within 2 years of age, under the care of professional nurses or trained parents, utilizing professional baby swimming equipment to swim for health care. Baby swimming is divided into four parts: orderly, partial and skillful, passive baby swimming and autonomous swimming.

At present, the infant swimming institutions in Guangzhou mainly operate in the form of infant natatorium. There are three types according to the form of operation: 1. Specialized baby swimming pool, where main business is baby swimming service. 2. Early education center's baby swimming pools, where infant swimming is one of the main business and 3. The confinement center's baby swimming pools. As shown in figure 4. in this study, we conducted field surveys and interviews with 20 baby swimming organizations in Guangzhou, including 10 specialized baby swimming pools, 5 early education centers' baby swimming pools and 5 confinement centers' baby swimming pools

The swimming pools are as follows:

1. Bubble Parent-child Swimming Club,
2. MAMAS Wonderland Parent-child Living Hall,
3. Kiss Family Parent-child water nursery school,
4. Runge Parent-child Swimming Club,
5. Papa Come Here Parent-child Swimming Center,
6. Xiao Yang Parent-child Swimming Club,
7. Baby Fish Parent-Child Swimming Club,
7. Walt Baby,
8. G-baby Parent-child Swimming Club,
9. Mechan Baby Water Park,
10. Love Mother and Baby Living Room,
11. Mariner Baby Baby Swimming Pool,
12. Fleurs Sauvages Dans L'ocean Baby Swimming Pool,
13. Baby Sugar Baby Swimming Pool,

14. Hong Kong 3861 Mother and Baby Living Hall,
15. Happy Island Early childhood teaching Natatorium,
16. Firefly Mother and Baby Living Room,
17. Niu Niu Pig Baby Living Room,
18. Lotte Baby SPA Water Park,
19. Porcine Baby Mother and Baby Living Room,
20. Lovely Mother and Child Life Room.

Table 3. Classification of the operation types of 20 infant swimming institutions

TYPE	Baby Swim- ming Pool	Early Learning Centre	Maternity Ho- tels	Total
	NO.1	NO.3	No.8	
	NO.2	NO.14	No.10	
	NO.4	NO.15	NO.17	
	NO.5	NO.16	NO.19	
	NO.6	NO.18	NO.20	
	NO.7			
	NO.9			
	NO.11			
	No.12			
	NO.13			
AMOUNT(UNI TS)	10	5	5	20

5.1.1. Research

Swimming has many advantages for babies. Babies through swimming, not only can reduce physiological jaundice symptoms, reduce the two absorption of bilirubin, but also shorten the net days of defecation, regulate immune function, increase the lungs capacity, promote gastrointestinal peristalsis, and reduce the circulation of the liver and intestines. (Chen xiaoyan & Liu huojie 2009, 55-56.).

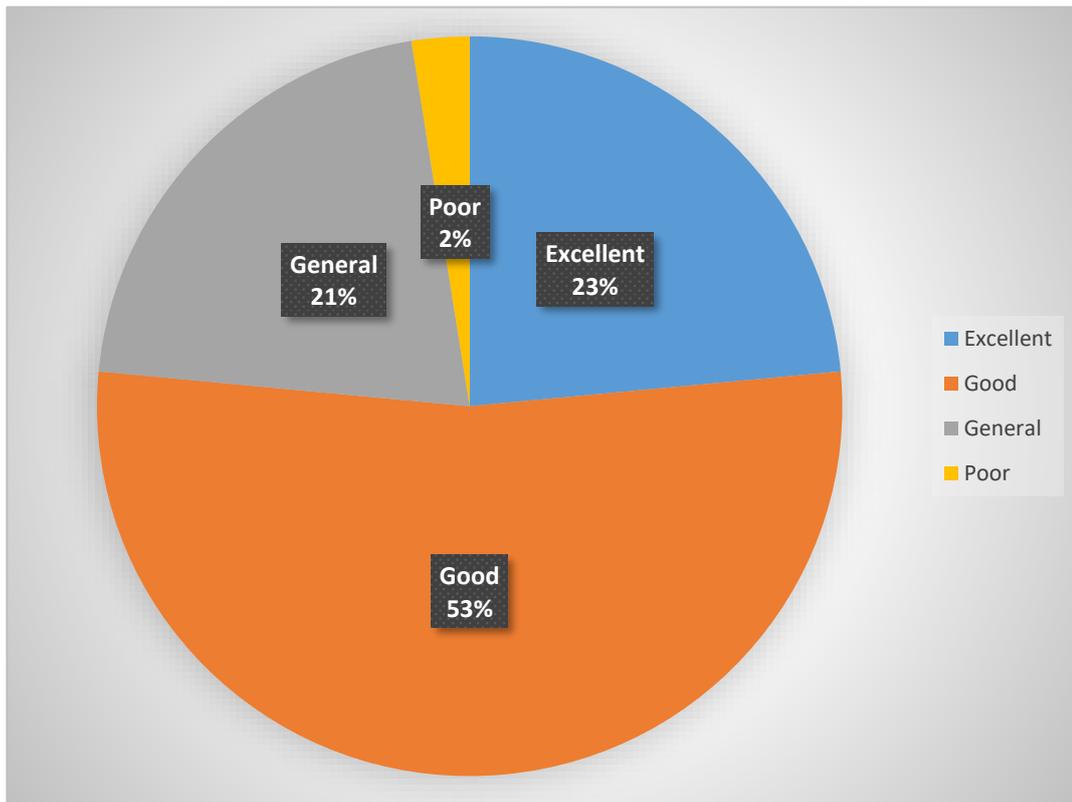
Moreover, swimming can promote the growth and development of infants, form a good sleep rhythm, reduce bad sleep habits, and also have a positive effect on the rehabilitation of the disease and the cultivation of the mother and son's emotion. (Zhang li 2009, 183.).

5.1.2. The Current Situation of Baby Swimming

In recent years, more and more parents realize the benefits of infant swimming, which makes the number of baby swimming pools springing up rapidly. At present, many governments and academic organizations are actively advocating baby swimming. In recent years, in order to improve the overall quality of Chinese children, the Children's Health Working Committee of the Association of Eugenics in China has set up the Baby Swimming Project Department of the Baby Potential early development project, under the guidance of the Chinese Baby Swimming Expert Committee, the project department popularized the swimming of 0-1 year old babies scientifically and normatively. The rise of baby swimming, not only expresses people's desire for physical exercise, but also embodies the important spirit of the national plan for national fitness.

Baby swimming is in the ascendant in China, with good development momentum and huge social potential market. However, the government has not yet issued the corresponding industry management standards for infant swimming, leading to the infant swimming is basically in the "pure freedom" state-- the industry access threshold is low, government supervision is absent, there is no corresponding industry standards, and special laws and regulations on safety and health are lacking. There is no clear regulation on the qualifications of the practitioners, the specifications of the venues and swimming pools, the control of water temperature, and the monitoring of water quality.

Picture 2. Consumer satisfaction with environmental hygiene of infant swimming pool



According to the environmental hygiene situation of baby natatorium, we conducted a questionnaire survey of 200 consumers. It is known from picture 2. that the satisfaction level of consumers to the environmental hygiene of infant swimming institutions is above average. 53% of the respondents believed that their environmental hygiene were better, 21% of the respondents considered that environmental sanitation were general. However, 2% of the respondents believed that the environmental hygiene of baby swimming pools should be improved, and that the government should put up relevant policies as soon as possible to strengthen the supervision of environmental hygiene for baby swimming.

According to the results of the sample survey, only 45% of infant swimming agencies in Guangzhou have established a health system. Confinement centres were the best, 80% of the confinement centres had a health system, followed by the early education centres, where 60% had a health system. Health system was not well established in the baby Natatoriums, where only 20% had it (figure 6.).

Table 4. The establishment of a health system for infant swimming institutions

TYPE	Baby Swim- ming Pool	Early Learning Centre	Maternity Ho- tels	Total
AMOUNT(UNI TS)	2	3	4	9
PROPORTION	20%	60%	80%	45%

Only 45% of the infant swimming agencies made health care system. It is not difficult to see that the management level of infant swimming agencies are less concerned about environmental hygiene, which also affected staff' s implementation of the health system. We investigated the implementation of the health system for baby swimming institutions from the 3 aspects, including staff health, umbilical care, air and surface disinfection.

Whether a worker is healthy or not will largely affect the health of infants. According to Management Regulations on Sanitation at Public Places,(Guangdong Provincial Health and Family Planning Commission 2012.) those who work in nursery care industry must have health certificate and have to have a physical examination every two years. Infants in the period of the lowest resistance are very easy to be infected, and the staff of the baby swimming institutions are directly in contact with infants and infants, so all the staff of the baby swimming institutions must hold the health certificates and show them clearly in the institutions.

We conducted a questionnaire survey of 200 staff members in 20 infant swimming agencies sampled, only 65% of the staff in the infant swimming agency hold health certificates. However, some of the 65% staff members still can't produce their health certificates.

The umbilical part is one of the most vulnerable parts of the body in infants, so most of the baby swimming institutions pay more attention to it and do better in this area.

According to the survey data in 20 baby swimming institutions, 14 of them would protect their umbilical cord during the baby's swimming, of which 6 are protected by umbilical cord and umbilical cord clips, and 8 are used to protect the umbilical cord and protect the umbilical clips with 2% iodophor at the same time, but 6 of them do not take any protection.

After swimming, 17 baby swimming agencies use standard disinfectants to disinfect the umbilicus, 2 use unlicensed disinfectants, and 1 do not sterilize.

In the area of air disinfection, 14 baby swimming institutions use ultraviolet light to disinfect the air, accounting for 70% of the total, and the rest of the other 6 infant swimming institutions do not disinfect the air.

Something like towels, contact with babies directly. Towel are cloth fabric, if cleaning and disinfection work are not strictly follow the requirements, they are very easy to breed bacteria, affecting the health of infants. According to table 5. the main way to clean the towel in the baby swimming organizations is outside order, the drying method is mechanical pressure dry (table 6.), and the way of disinfection is mainly high temperature disinfection. However, there are still a small part of even do not sterilize the towel.

Table 5. Towel cleaning methods

TYPE METHOD	Outside Order	Own	Cleaning by Hands
Baby Swimming Pool	7	2	1
Early Learning Centre	4	1	0
Maternity Hotels	4	1	0
Total	15	4	1

Table 6. Towel disinfection methods

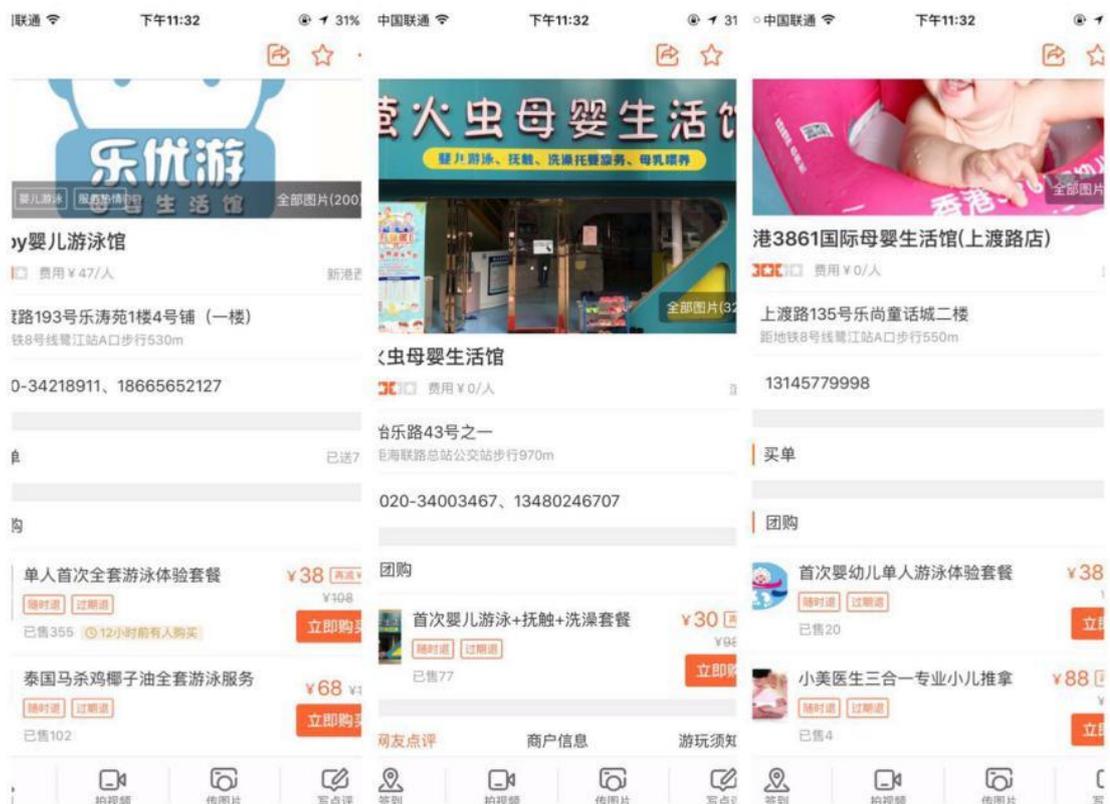
TYPE METHOD	Mechanical Pressure Dry	Exposure	Infrared Ray	None
Baby Swimming Pool	6	0	3	1
Early Learning Centre	2	1	2	0

Maternity Ho- tels	3	0	2	0
Total	11	1	7	1

As the baby swimming industry is still in the initial stage of development, its development prospect is considerable, but many aspects need to be improved. For example, the provision of service tends to be single, the quality of service is not high, and the safety accidents are frequent, which makes many baby parents both love and hate baby swimming.

According to the data collected from the Internet (picture 3.), the services provided by infant swimming institutions in Guangzhou are mainly two aspects of infant swimming and children's massage. Only a few of them have added the content of early childhood education, such as color discrimination or English Enlightenment.

Picture 3. The main services provided by the baby swimming institutions in Guangzhou



Nearly 90% of the parents believe that the service content provided by the baby swimming institutions in Guangzhou is single, and there is still a certain gap between domestic and foreign. The baby swimming should not be only the aimless drifting of the baby in the water, but also an important opportunity to develop their bodies and enhance the relationships between the relatives and the babies.

5.1.3. Deficiencies of baby swimming

With the popularity of baby swimming, more and more parents let their children participate in the baby swimming. However, because the baby swimming has just emerged in our country, there are not many researches about this aspect. The practice of baby swimming is developing faster than the theory development, which leads to many problems in the development of the baby swimming industry without theoretical guidance. The safety problem is one of the parents' most concern -- In mid-August 2017, in a baby swimming chain in the city of Guangzhou, a baby boy was drowning in the water during the swimming process because of unsteadiness of gravity. Such cases are common in all parts of the country.

In baby swimming, the safety accidents often cause the attention of the society and the families. Due to lack of legal basis, many of the victims of safety accidents have not received the proper compensation. The occurrence of safety accidents is the thing babies swim agencies and parents don't want to see. However, through the investigation, we found that the staff is not good at discovering the abnormal situation of the body in the exercise of infants, the management staff lacks the safety management experience of infant swimming, the neglect of risk management, and the failure to set up emergency plans all may lead to the occurrence of safety accidents and cannot be dealt appropriately.

The manager is the upper level leader of the staff, and plays a comprehensive role in the process of enterprise operation. Therefore, the decision of the managers determines the work plan and content of the staff. However, due to the manager lacks of safety management experience, staff members do not pay much attention to safety factors in their work, which has hidden dangers for accidents.

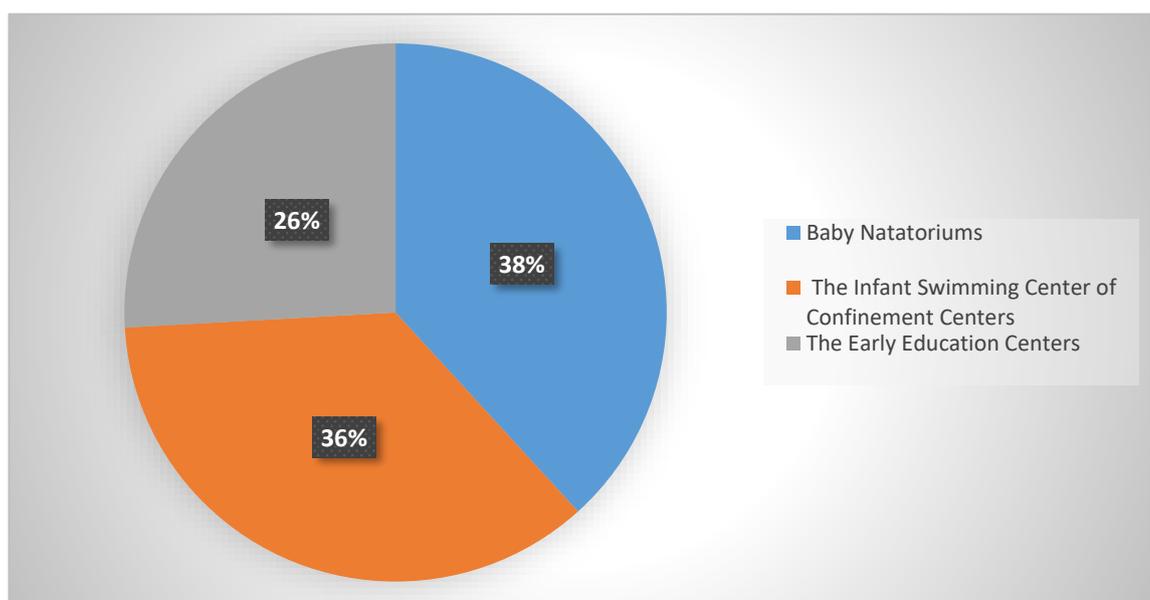
According to the survey, 80% of the management staff of infant swimming institutions lacks the necessary safety management experience-- the managers do not deepen the understanding of the safety of the staff, the staff lacks of attention to security risks and monitoring consciousness of the swimming pool environment. The emergency facilities in the swimming pools are uncompleted, the medical services are not in place, and the staff

lacks of communicating with parents to learn about their babies' physical condition and hidden diseases before they took part in swimming or early childhood training.

The emergency plan of baby swimming safety is set up to deal with a series of sudden cases of drowning, sudden disease and physical injury during the course of swimming. The ultimate aim is to minimize the risk of swimming in the swimming pool to ensure the personal safety of the consumers. The content of the contingency plan includes the leading group, the commander in charge, the emergency system, the emergency plan, the on-site first-aid rule and emergency procedure. However, from the results of the survey, the current Guangzhou baby swimming industry in this area is seriously inadequate, 95% of the infant swimming institutions have not set up a safety emergency plan, and even a considerable number of staff have not heard of safety emergency plans.

The unsatisfactory establishment of the safety contingency plan reflects the neglect of risk management by infant swimming agencies. In the past decades, people have different understanding of risk management, so there is no unified definition of risk management. But they all consider risk management is a new management science that studies the regularly of outbreak of risk and risk control technology, and the core is to reduce loss. (Tian dongsheng 2014.). Because baby swimming is a high-risk industry, risk management is very necessary. However, according to our survey' s result, none of the baby swimming institutions received risk management, of which 30% of the agencies expressed their willingness to reduce risk or risk transfer through the purchase of insurance; the other agencies said it was not necessary for risk management.

Picture 4. Composition of Baby Swimming Market.



5.2. An Overview of University Swimming Stadiums

The university swimming venues are generally built in accordance with the international standard swimming pool 25*50m, and the depth of water is not more than 1.8m. This is to meet the needs of holding the school and outside competitions, the students' physical education and extracurricular exercise. The university swimming stadiums have complete basic facilities and standardized management. They are directly managed by the school, purifies the water quality regularly, and the price is close to the people. So it has the incomparable advantages of the swimming pools in the society. According to the needs of the investigation, we conducted field surveys on 12 universities in Guangzhou and interviewed the administrators of the swimming halls.

The universities are as follows:

1. Sun Yat-sen University.
2. South China University of Technology
3. South China Normal University.
4. South China Agricultural University.
5. Guangzhou University.
6. Guangdong University of Technology.
7. Ji nan University.
8. Guangdong University of Foreign Studies.
9. Guangzhou Sports University.
10. Guangdong University of Finance & Economics.
11. Zhongkai College of agriculture.
12. Guangdong University of Finance.

Advantage of University Swimming Stadiums are perfect management mechanism and high quality of employees. The results of the survey showed that the management mechanisms of the swimming venues in these 12 universities are perfect. There are clear rules and regulations, the leaders are good at listening to the employees' opinions, the responsibilities of the staff are clear and the division is reasonable. In addition, they also realized the importance of risk management and set up a safety emergency plan. In the face of potential risks, such as accidental casualties, 25% of universities take a risk reduction

method, equipped with adequate life-saving equipment, qualified lifeguards and warning signs in any place that may be in danger. Another 75% of universities adopted the way of risk transfer, that is, to buy insurance, which reduced the responsibility of university management to a certain extent.

On the other hand, the staffs of the university swimming stadiums have been trained by professionals before they go on duty. They have professional skills in such as lifesaving, first aid and water purification.

Lack of location advantage and low utilization rate of stadiums. According to the satellite map, Guangzhou's universities are mainly concentrated in the university town which located in Panyu District, Guangzhou. Because the universities in the university town are new campuses, the infrastructure of the swimming venues is equipped with advanced and perfect constant temperature swimming pools, relaxing pools, activity pools, etc. However, since the university city is far from the city centre, the traffic is inconvenient and the population density is low, so the University's swimming stadiums are generally not open to the outside world, which leads to the low utilization rate of the swimming stadiums. On the other hand, through the interview we know that if the university does not have a swimming team, water ball team or water aerobics team and other professional teams, the swimming pool of the school is used only for swimming teaching during summer term, and it is not open at ordinary times. This leads to ineffectiveness of many functional swimming pools in universities and waste of resources.

The tendency is obvious and the scope is narrow. According to the survey, 75% of College set up swimming training classes in summer, but most of students in swimming training classes are students in this college audience concentration is high. Swimming training classes are mainly about the teaching and improvement of breaststroke and freestyle, there is no obvious difference with the training classes on the market. It does' t make the best use of the advantages of the university swimming pools in the infrastructure, human resources and so on.

5.3. An Overview of Outsourced Swimming Pool in Residential Quarters

With the development of society and economy and the improvement of people's requirements for quality of life and in order to meet the requirements of buyers, the pool has become an indispensable sports facility in the residential community. However, due to the high land prices and the high cost of land, the vast majority of community swimming pools are not only small in size, but also in irregular shape so they are not practical.

Because swimming is becoming more and more popular among the public, the management of swimming pools in residential quarters has become the target of many businesses. Coupled with the inability of residential property management companies to manage the swimming pools, the phenomenon that most of the swimming pools in modern residential communities are outsourced has happened. This has led to continuous problems in the operation of residential swimming pools. We studied 30 outsourced residential swimming pools in Guangzhou City.

The outsourced residential swimming pools are as follows:

1. Kingview Garden Swimming Pool.
2. Jinbi New City Swimming Pool.
3. Jiashi Garden Swimming Pool.
4. Sunbeam City Plaza Swimming Pool.
5. Grand Sunlight Mercure Pool.
6. Seas Huawan No.1 Swimming Pool.
7. Splendid Xiangjiang Swimming Pool.
8. Huajing New City Swimming Pool.
9. Vanke Four Seasons Flower City Swimming Pool.
10. Star River Swimming Pool.
11. Million Garden Swimming Pool.
12. Roman Home Pool.
13. Hengduan Bay Swimming Pool.
14. Zhuhai Garden Swimming Pool.
15. Days Yude Peninsula Swimming Pool.
16. Heng Bo Hua Ting Swimming Pool.
17. Jade Bay Swimming Pool.
18. R&F Swimming Pool.
19. Royal Garden Swimming Pool.
20. White Cloud Golf Pool.

21. Pearl River Royal View Pool.
22. Century Plaza Pool.
23. Zhongxin Le Taoyuan Swimming Pool.
24. Xinyu Garden Swimming Pool.
25. star Huifu Pool.
26. day Langmingju Swimming Pool.
27. Rose Garden Swimming Pool.
28. Zhonghai Garden International Swimming Pool.
29. Jiaxin Garden Swimming Pool.
30. Star Huiwen Swimming Pool. Field surveys and interviews were conducted on the actual situation of pool management operations.

5.3.1. Outsourcing Operation Concept

Outsourcing operation is the operation and management of foreign contracting, and it is divided into guarantee and partial outsourcing. The former refers to the parties negotiating and signing related cooperation agreements. The outsourcer subcontracts all the operating rights of the site through a one-time payment. The mode of operation is decided by the contractor. The outsourcer mainly cooperates with the contractor and has no right to operate. Cooperative operation mode means that entrepreneurs cooperate with others through sell part of the right to operate. This is a way to reduce management pressure and business risks.

The use of outsourcing has the advantages of easy management, low risk taking, and relatively stable income. However, the rights and obligations between stadiums and contractors are difficult to be unified, and conflicts and disputes can easily arise.

5.3.2. Swimming Pool per Capita Area is Small, Practicality is not High

The international standard of normal swimming pool is 21*50 meter, the water depth is not less than 1.8 meters. The standard for the small pool is 20*25 meters, and the water depth is not less than 1.2 meters. However, due to high land prices, the scale of swimming pools in general residential areas is generally relatively small.

Table 7. Statistics on swimming pool area of outsourced swimming pool in residential quarters in Guangzhou

ACREAGE (m ²)	Less than 200	200-400	400-500	More than 500	Total
	NO.19	NO.2	NO.4	NO.1	
	NO.20	NO.6	NO.5	NO.3	
	NO.22	NO.14	NO.10	NO.7	
	NO.27	NO.17	NO.11	NO.8	
		NO.18	NO.13	NO.9	
		NO.21	NO.15	NO.12	
		NO.23	NO.16		
		NO.25	NO.24		
		NO.26			
		NO.28			
		NO.29			
		NO.30			
AMOUNT(U NITS)	4	12	8	6	30

It can be seen from table 11, that the swimming pool area of the residential area in Guangzhou is mostly 200-400m² (40% of the total), 400-500m² (27% of the total) and less than 500m² (20% of the total). The smallest area is less than 200m² (13% of the total). With reference to the swimming pool area of international standards, the swimming pool area of most residential quarters in Guangzhou is only half of the international standard swimming pool, and it is irregularly shaped, with varying depths of water and practicality.

In addition, the National Swimming Pool Management Standard (Baidu Wenku 2011.), clearly stipulates that the per capita swimming area in the swimming pool should not be less than 2.5m². In other words, most residential swimming pools in the city of Guangzhou

accommodate 80-160 people at the same time. However, the swimming pool management personnel of all residential quarters in Guangzhou did not restrict the number of swimmers. This resulted in small per capita swimming area, bad experience and poor sanitation.

Picture 5. An open swimming pool in a community in Guangzhou



5.3.3. The Quality of Employees

In all walks of life, whether the company can make profits and how much profit it makes, the quality of employees is one of the most important factors. The potential of the swimming market in Guangzhou is still very large, but the competition is fierce. However, there are companies that stand out in the fierce competition and can get huge profits, the other companies have serious losses so they were eliminated in the industry competition. In the final analysis, they are still employed quality issues.

In this survey we selected randomly five staff members from each sample, including one manager and four general staff members to conduct a survey to understand their academic qualifications and their professional affiliations. In this survey, a total of 150 questionnaires were distributed and 150 questionnaires were recovered - 150 valid questionnaires. The effective rate of the questionnaire is 100%.

Table 8. Education level of swimming pool managers in residential quarters in Guangzhou

Education	High-school Education or Below	Junior College	Bachelor	Master or Above
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Number	3	12	12	3
Proportion	10%	40%	40%	10%

The knowledge reserve is the premise and basis for improving the practical ability. The manager is the core of the company. A high level of academic qualifications can help managers to manage the company well and obtain profits. When encountering unexpected situations, they can use knowledge reserves and experience to respond quickly and solve the problems encountered by the company during operations. From table 8., we can see that the education level of the swimming pool managers in the residential quarters in Guangzhou is generally low, most of them are colleges and undergraduates, accounting for 80% of the total; and only 3 masters or above, accounting for the total 10% of the number of people; more educated only 10% of the total number of managers in high school or below. Therefore, the low level of academic qualifications of administrators is one of the reasons for poor management of swimming pools in residential quarters.

Table 9. Educational level of general staff in swimming pools in residential quarters in Guangzhou

Education	High-school Education or Below	Junior College	Bachelor	Master or Above
Number	32	80	8	0
Proportion	26.67%	66.67%	6.67%	0%

Ordinary workers are the main body of business personnel. It is one of the important factors that whether an ordinary staff can accurately execute the order of the manager, reflect and correct his own problems at work, and improve his working ability. From table 9 we can see that the majority of the general staff of swimming pools in the residential quarters in Guangzhou is the level of college education, accounting for 66.67% of the total number; Followed by high school or below, accounting for 26.67% of the total number; however, none of them are masters and above academic level. This limits the development of the company to a certain extent.

Table 10. The residents of swimming pools in Guangzhou residents' community

Major	Swimming	Others	Not-sports
Number	42	78	30
Proportion	28%	52%	20%

Practitioners in the swimming industry require good professionalism, all of them ought to master swimming skills, swimming lifesaving and water purification skills and so on. From table 10. , it can be seen that the staff of the swimming pools in the residents' quarters of Guangzhou can be described as mixed. Only 28% of the staffs majored in swimming teaching, and 20% of them majored in not-sports. The lack of professionalism has led to the development of swimming pools in most of the residents of the city's residential areas in Guangzhou only to stay at a relatively shallow stage, unable to develop and get more profit.

To sum up, although the residential swimming pools of residential quarters in Guangzhou City are everywhere, the professional quality of employees is low, resulting in most companies failing to have more room for development, so they are forced to withdraw from industry competition

5.3.4. Training Classes and Quality of Teaching

The establishment of training courses is the main means of profit-making in the swimming pools of residential quarters. According to the data obtained from the survey, the price of the classes and classes for the swimming pools in the residential quarters is between RMB 700-900, the one-on-one small class teaching is between RMB 2,000 and RMB 3,500 for children over 7 years of age. With the aim of "fastness" a group of students can be taught to swim in short breaststroke in about 10 days. However, students did not learn anything about other survival skills.

However, due to the expansion of the swimming market in recent years, more and more people who are not swimming professionals or even sports professionals have entered the industry. Due to the limitation of professional quality, the quality of teaching has declined, and even a mixed teaching modes have emerged. For example, breaststroke is easy to learn and practical, most of swimming teaching institutions choose breaststroke as

teaching content. However, due to the lack of professional ability of coaches, and swimming teaching institutions want to recruit more students in a limited time in order to obtain higher profits, they choose to teach students not standard breaststroke. This is even the most critical part of skipping the learning of ventilation. Directly communicate the students' breaststroke to the action; some companies ignore parents' thinking that they " win at the starting line ", violate the student' s physical and mental development rules, and ignore the students' basic skills and physical functions that are not suitable for freestyle swimming. The special nature of freestyle breathing, blindly conducting freestyle teaching, ignoring the development of the trainees is nothing but harm.

In response to this teaching situation, we conducted a survey of 200 parents. A total of 200 questionnaires were distributed in the survey, and 192 valid questionnaires were collected back. The questionnaires' recovery rate and efficiency were both 96%. As shown in table 11. and through questionnaires, we mainly understand the students' satisfaction with the swimming training courses offered by the residents' swimming pools in the residential areas in Guangzhou. These include a series of factors such as teaching satisfaction and training fees. Among them, only 29% of the trainees' parents were satisfied with the coach's teaching level, and 15% of the trainees' parents were still unsatisfied. More than half of the trainees' scores, training fees and course types were considered.

Table 11. Parents' quality assessment (%)

TYPE	Excellent	General	Bad
Teaching Standard	29%	46%	15%
Students achievement	34%	56%	10%
Training Fee	45%	49%	6%
Course type	43%	45%	13%

5.4. An Overview of Swimming Pools in Fitness Venues

With the improvement of the quality of life, people pay more and more attention to their own body type and health. In order to pursue bodybuilding and physical health, more and

more young people are devoting themselves to the sport. There will be market demand and the number of gymnasiums in Guangzhou is rapidly growing.

We mainly focused on the use of swimming pools in gymnasiums and infrastructure. We conducted a survey on 60 gymnasiums in Guangzhou. Due to the large number of gymnasiums.

The names of gymnasiums are: 1. Hells Fitness Swimming Club. 2. Oron Swimming Club. 3. Western Beach Swimming Pool. 4. Regal Riviera Hotel Guangzhou Swimming Club. 5. Burning Gym. 6. Yongjun Gym. 7. Fairy Sport Club. 8. PBC Gym. 9. Fighter Fit Gym. 10. YCHL Gym. 11. Heat Fit Gym. 12. Yue Xiu Hotel Swimming Club. 13. Poly Swimming Club. 14. Guanghai Swimming Club. 15. Burno Gym. 16. Rumble Gym. 17. Flash Gym. 18. Alpha Fitness Gym. 19. Combo Gym. 20. Pumfit Gym. 21. Bingo Fitness Gym. 22. US Gym. 23. GS Gym. 24. Anytime Fitness Gym. 25. Holy-fit Gym. 26. Tempo Gym. 27. Liking Fit Gym. 28. Atlas Fitness Gym. 29. IFITNESS Gym. 30. Fit Season Gym. 31. Total Fitness Gym. 32. Pump Fitness Gym. 33. X-MAX Gym. 34. Gold Coast Swimming Club. 35. Wildey Swimming Club. 36. Parfait Swimming Club. 37. WDS Swimming Club. 38. Donghu Swimming Club. 39. Vitesse Swimming Club. 40. Liqin Swimming Club. 41. Aoguan Swimming Club. 42. Rui Shida Swimming Club. 43. Hongli Swimming Club. 44. Junhui Swimming Club. 45. Yili Swimming Club. 46. UL Swimming Club. 47. Yixi Swimming Club. 48. Dazong Gym. 49. Kangti Swimming Club. 50. Bomei Swimming Club. 51. Yuelang Swimming Club. 52. Kecheng Swimmimg. 53. Shenghuo Sswimming Club. 54. Lingxi Swimming Club. 55. Shangjian Swimming Club. 56. Keep Swimming Swimming Club. 57. Kuangquan Swimming Club. 58. Xinghui Swimming Club. 59. Longye Swimming Club. 60. Haijiao Swimming Club.

5.4.1. Single-purposed

According to the survey results the swimming pools in the gymnasiums in Guangzhou are only used for opening to the public and swimming training. The swimming pools are roughly in the same in form as outsourced swimming pools, and there is no connection with other services of the gymnasium to open up new business.

5.4.2. Infrastructure Improvement

According to the survey results, swimming pools in over 90% of the gymnasiums in Guangzhou are built according to the international standards of 25*50m and water depths of no more than 1.8m. Advanced water circulation systems are used to monitor water quality in real time and purify water quality at present. Better-equipped fitness facilities are

equipped with a 15*25m heated swimming pool so that swimmers can perform swimming exercises all year round.

In addition, there are certified lifeguards around the swimming pools to monitor the swimming pool in real time and in a conspicuous position there will be instructions for use of life-saving equipment and warnings.

Finally, some fitness facilities are also equipped with a number of saunas rooms and dancing rooms.

6. Conclusions and Recommendations

The previous chapters have showed and analysed our findings in detail. Based on the analysis of the survey results in the previous chapters, this chapter will provide a plan for future development and entrepreneurship in the swimming industry in Guangzhou.

6.1. Franchise Babies Swimming Pool

At present, the potential market for baby swimming in Guangzhou is relatively large. This is undeniable, but the supervision of the infant swimming industry by relevant government

departments is basically blank. According to the survey results, the baby swimming industry in Guangzhou City is mainly characterized by poor environmental health, generally low health awareness, insufficient risk preparation, uneven quality of employees and a single business model. To solve these problems, we must find new ways to win the top spot in the development of the industry. In the infant swimming clubs currently on the market, the franchised baby swimming pool accounts for the market share and the market requirement was largest, and this is closely related to the profession we are currently studying. Therefore, we have chosen a franchised baby swimming pool and make it to be our entrepreneurial target. With the development of society, the laws and regulations concerning the supervision of environmental hygiene and safety of baby swimming pools will be continuously improved, therefore, these two aspects will not be repeated here.

6.1.1. Innovative Franchise Baby Swimming Pool Business Model

In the aspect of business model, we can learn from foreign excellent experience and set up parent-child training courses based on different age groups. The model is based on small class teaching. Each training class is conducted by a teacher with 3-5 babies and parents. Parents are also involved in baby swimming, so it can enhance the feelings between parents and children.

Survival training for infants and toddlers aged 6-12 months—teaching infants how to turn over when face is down and submerged in water, and train infants to breathe and breathe underwater. This is beneficial to develop the infants' heart and lung function system. This course should pay attention to the technical guidance for parents of infants and young children.

Training for water sensation courses for 1-4 year-old children — teaching children to learn short-distance diving swimming and ventilation. In the training process, color identification, numerical reality and English enlightenment can be added according to parents' opinions. The teacher of this course should pay attention to mobilize the atmosphere of the classroom and make children interested in swimming. There is a unique curriculum model, so there should be excellent staff to implement.

6.1.2. Innovative Baby Swimming Pool Franchise Business Model

Because the curricula in this area are is very rare throughout the country, we can introduce a few outstanding and experienced teachers from abroad to carry out the courses and teach domestic staff about their experiences. Professional skills training improve professional quality.

Secondly, we should raise wages and retain outstanding and experienced employees. This will not only make the operation of the institution more streamlined and efficient, but also save the manpower cost of training newcomers. In addition, we can set up incentive mechanisms, conduct performance inspections, increase employee enthusiasm, enhance team cohesion, and encourage employees regularly reflect to their work, summarize areas that need improvement, and improve business capabilities.

Finally, when the institutional development is in a stable phase, we can carry out cooperation and exchange activities with infant swimming organizations abroad, and send employees to exchange abroad for discussion and advanced studies. After having the excellent talents and characteristics courses, we also need to have a marketing strategy to create a brand effect.

6.1.3. Marketing Strategy and Brand Effect

The marketing strategy is that the company takes the customer's needs as the starting point, obtains the customer's demand and purchasing power information according to experience, and the business community's expectations. It organizes various business activities in a planned way, through coordinated product strategies, pricing strategies, channel strategies, and promotions, and the process of achieving business goals by providing customers with satisfied goods and services.

The baby swimming industry belongs to the service industry, and the service industry pays attention to popularity. First of all, knowing ourselves and knowing each other well and we can always win the fight forever, we must pay attention to the comparative analysis of the same industry organizations, through the SWOT analysis, understand their position in the industry, and timely adjust marketing strategies. Second, we must analyze the consumer's age structure, consumption level and propensity to consume, understand the consumers' purchase motivation, and formulate targeted and efficient marketing strategies to gain their sense of identity and belonging.

We must increase marketing efficiency, increase funding in publicity and pay attention to the diversity of the marketing methods; accurately target the target consumer groups, deepen the understanding of the target consumer groups on infant swimming, and promote the products in a targeted manner to stimulate their consumption motivation; pay attention to the brand effect. Create a high quality baby swimming brand. It should be noted that, in the case of increasing investment in propaganda, it is necessary to pay attention to the evaluation of the effect, and it is not worthwhile to invest blindly.

6.2. University Swimming Pool

The swimming pools in colleges and universities have complete hardware facilities and the swimming pools are all in accordance with international standards, but the utilization rate of venues is not high. In addition, with the development and expansion of the Guangzhou swimming market and the increasingly perfect supervision system, more and more people need to obtain qualification certificates for swimming lifeguards, swimming society instructors, and swimming referees; however, there are only 1-2 in Guangzhou at present. The organization has long-term training for swimming lifeguards and swimming society instructors. However, due to the shortage of teachers and the limited space, these institutions have started to limit the number of employees for training in recent years. This has caused a serious imbalance between supply and demand; more seriously, Guangzhou doesn't have organization in the city that can swim referees currently. Guangzhou citizens who want to obtain a referee for swimming need to go to other provinces for training and examinations.

In view of this situation, we can train and hire experienced teachers to cooperate with universities. We provide teachers, colleges and universities provide comprehensive infrastructure, and provide training for swimming lifeguards, swimming society instructors and swim referee qualification certificates. This not only alleviates the shortage of swimming-related qualifications, but also makes full use of the school's quality resources.

6.3. Residential Swimming Pool

In the process of operation of residential swimming pools in residential areas in Guangzhou, many residents' property management agencies will choose to outsource the operation of swimming pools in residential areas because of their high operating costs and lack of relevant management personnel. However, due to information asymmetry when selecting outsourcers, it may harm the interests of the residents. In addition, environmental health concerns, low levels of employees, and uneven quality of education are the major problems in the outsourcing operations of residents in the city of Guangzhou. In response to these problems, we can establish intermediaries or contract the swimming pools of residential communities.

6.3.1. Establish Community Swimming Pool Intermediary

For residential property, residents, and outsourcing operators, due to information asymmetry that causes unfavourable cooperation and disputes arising from contracts, we can

create intermediaries between residential properties, residents, and outsourcing operators, similar to real estate agencies—Collect information on communities that wish to outsource the swimming pools of residential communities, such as: swimming pool area, population density, water purification equipment, type of outsourcing, price, etc.; and information on businesses that wish to outsource residential area swimming pools, including business licenses, and practices Qualification of personnel, willingness to pay for the price of contracted swimming pools, management methods, etc.; the residential property with higher contact information matching with the swimming pool outsourcing operator can also be negotiated, It can also provide services for the preparation of contracts and agreements.

If you are contracting your own community swimming pool operation, the issues to be concerned are more complicated. The site for the residential swimming pool of the contracted residential area is planned. First of all, because the main profit-making method of outsourcing residential swimming pools is opening to the outside world and training courses, we have to choose a residential community with a younger age structure, which guarantees the source of swimming training classes. Second, we must decide what type of residential community to choose from, whether it is a high residential community or a common one—because it is the first time to start a business and lack of experience, high residential community swimming pools have higher operating costs, so we choose the general type and accumulating operating experience. Finally, the address of residential swimming pools in contracted residential areas must be determined—in residential areas rather than commercial areas, CBDs, etc.; it should be determined whether there are swimming facilities with the same business model in the vicinity to assess their competitiveness; and the residents' pool is more practical.

Recruit qualified staff and provide quality services. Most of the swimming pools in residential quarters are short-term outsourced operations in the summer. Therefore, we can hire college students who are in the sports swimming direction to hold relevant qualifications to serve as coaches because these college students are trained to swim professionally since childhood. In swimming teaching, there are advantages compared to zero-based personnel. In the case of water purification of lifeguards, there is no excessive requirement in terms of skills. Therefore, it is possible to hire social workers who hold relevant qualifications or invite the coaches to serve together. At the same time, we can adopt an incentive mechanism and a performance evaluation mechanism to stimulate the work enthusiasm of the staff, improve the cohesiveness of the team, and retain outstanding employees, which will lay a solid foundation for future expansion and development.

Focus on environmental hygiene. We should publicize the health certificates of all staff in the conspicuous position of the swimming pools, as well as the temperature and concentration of residual chlorine in the swimming pool water on that day in order to gain the trust of consumers. In addition, the swimming pool environment should be regularly cleaned -- carpet cleaning, floating boards, changing rooms, toilets, etc.; finally, we must also ensure that the swimming pool water quality complies with national standards.

Improve the management mechanism and focus on risk management. Managers should establish safety awareness, regularly perform safety education work for staff, regularly check whether the swimming pool life-saving facilities are complete, set up safety emergency mechanisms, set up prompt placards in places prone to safety accidents, and promptly learn the physical condition of trainees and the physical condition of the swimmer.

6.4. Swimming Pool in Fitness Site

The swimming pools in swimming and fitness establishments are open to the outside world and the forms of training courses are roughly the same as those of swimming pools that are outsourced by residential communities, and will not be repeated here.

Swimming and spa treatments are a great way to relax your muscles. Most of the gymnasiums in Guangzhou have outdoor swimming pools and heated swimming pools. They are open throughout the year and there are spare saunas and jacuzzis. With the improvement of the quality of life, more and more people are participating in fitness classes in pursuit of bodybuilding and physical fitness. However, fitness training courses on the market are only fitness instructors who guide technical movements at present, but they neglect the exercise which made the course less effective.

In view of this situation, we can cooperate with gymnasiums and tailor-made relaxation programs for those students who meet the requirements, who are willing to participate in the after-class swimming spa relaxation, and provide professional coaches to guide students in how to make correct use of them. The swimming spa relaxes the muscles and reduces the lactic acid concentration, which has reached the optimal training effect. This will not only increase the utilization of the stadium, but also improve the training effect of the training effect.

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Appendices

Appendices 1.

A Questionnaire on the Academic Performance of the Swimming Pool Employees in the Residential Area of Guangzhou

1. Your gender is:

A. Male B. Female

2. Which swimming pool you work in: _____

3. Size of residential swimming pool (UNIT: m²):

A.200 or less B.200-400 C.400-500 D.500 or more

4. Age:

A. Under 20 years old B.20-25 years old C.25-30 years old D. Over 30 years old

5. Your academic qualification is:

A. High school or below B. College C. Undergraduate D. Bachelor or above

6. The major studied:

A. Sports swimming direction B. Sports other directions C. Not-sports

7. Time for engaging in swimming pool management:

A. 1 year or less B.1-3 years C.3-5 years D.5 years or more

8. Contents of outsourcing operations in residential communities (multiple choices):

A. Swimming training B. Ticket management C. Swimming competition D. Space rental E. Others

9. The most important profit-making items:

A. Swimming training B. Ticket management C. Swimming competition D. Space rental E. Others

10. The profit-making situation of the residential community swimming pools

- A. Serious gains and losses
- B. Minor gains and losses
- C. Balance of payments
- D. Slight profit
- E. Profitable

11. Which is the main risk in the operation process on your opinion (multiple choices):

- A. Weather
- B. Management personnel
- C. Swimming guests safety
- D. Equipment management
- E. Health

12. The situation of the staff hold the necessary qualification certificates:

- A. None
- B. Few
- C. Part
- D. All

13. Sugges-

tions: _____

Appendices 2.

A questionnaire for employees of infant swimming institutions in
Guangzhou

1. Your gender is:

A. Male B. Female

2. Which infant swimming institutions you work in: _____

3. Your education is:

A. High school or below B. College C. Undergraduate D. Bachelor or above

4. Have you enrolled in a medical college and graduated as a baby-related major?

A. Yes B. No

5. Have you ever had training in infant swimming, baby care, etc.? (The previous question answers "No" need to answer this question)

A. Yes B. No

6. Do you have a professional certificate such as a nurse's certificate or baby care certificate?

A. Yes B. No

7. Do you have a health certificate?

A. Yes B. No

8. Do you disinfect or clean your hands once per service person?

A. Never B. Always C. Sometimes

9. Does your baby swimming agency disinfect each used towel?

A. Yes B. No

10. Does your baby swimming agency have a safety emergency plan?

A. Yes B. No

11. Does your baby swimming agency have a UV air sterilizer?

- A. Yes B. No

12. Do you take care of the infant's umbilicus while you are serving?

- A. Yes B. No

13. Which government supervision departments have checked your baby swimming agency?

- A. Business sector B. Health sector C. Tax department D. Others

14. Your baby swimming agency's service items are (multiple choices):

- A. Baby swimming B. Baby touching C. Early childhood D. Selling baby care products

15. Your baby swimming agency's publicity methods are (multiple choices):

- A. The press B. TV C. Internet D. Phone, SMS E. Others

16. Suggetions:

Appendices 3.

Consumer survey questionnaire for infant swimming institutions in
Guangzhou

1. Your gender is:

- A. Male B. Female

2. Your age is:

- A. 25 years old or less B.26-35 years old C.36-45 years old D.46-60 years old E.
Over 60 years old

3. Your education is:

- A. High school or below B. College C. Undergraduate D. Bachelor or above

4. Your family's annual income (yuan) is:

- A.60000 or less B.60000-120000 C.120000-180000 D.180000-240000 E.240000
or more

**5. The amount (Yuan) you spend per month in baby swimming institutions
is:**

- A.200 or less B.200-400 C.400-600 D.600-800 E.800 or more

6. How do you know about baby swimming (multiple choices)?

- A. Family or friends B. Promotional activities of baby swimming agencies C. News-
papers and periodicals D. Internet, television and other media

7. Do you think it is necessary to babies?

- A. No need B. Need C. Very much needed D. May be possible

**8. Do your children have been better than before in sleeping, diet, health,
etc. since swimming?**

- A. No B. Yes C. Not clear

**9. How do you feel about the safety measures of the infant swimming facil-
ity?**

- A. Dissatisfied B. general C. relatively satisfied D. very satisfied

10 How do you feel about the health of baby swimming agencies?

- A. Dissatisfied B. general C. relatively satisfied D. very satisfied

11. The purpose of you let your children to swim (multiple choice)?

- A. Promote their physical and mental health B. Learn parenting experience
C. Social D. Others

12. Which aspect do you think baby swimming institutions need to improve?

- A. Abilities of the staff B. Environmental health C. Management D. Safety
measures E. Others

13. Suggestions:

Appendices 4.

A questionnaire about the consumer satisfaction degree of Guangzhou community outsourced operation swimming pool training class.

1. Your gender is:

- A. Male B. Female

2. Which swimming pool : _____

3. Your family's monthly income (yuan) is:

- A.3000 or less B.3000-5000 C.5000-8000 D.8000-10000
E.10000 or more

4. Does your family have members participate in swimming training courses in outsourced swimming pools in residential areas?

- A. Yes B. No

5. Do you satisfied with the training courses organized by the residents' outsourcing swimming pool?

- A. Satisfied B. Not satisfied

6. Which aspects do you not satisfied (The previous question answers "No" need to answer this question)?

- A. Environmental sanitation B. Organizational arrangements C. Teaching qualifications D. Course model E. Training costs F. Others

13.Suggestions:
