






**Study on Guangzhou Sports Polytechnic of commerce Stadiums'
Management and Development Strategy**

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As China's social and economic development and fitness plan, vigorous development of sport, sport consumer attitudes is also being accepted by more and more people, the rapid development of the sport industry. Operational activities in the continuous development of the sport at the same time, stadiums in particular, the College Sports Facilities operations activities in the promotion of local mass sport fitness, sport consumption and guide the masses has played a positive role well. Therefore, utilization of university sport venues and management efforts related to the smooth development of fitness, its management and operations cannot be ignored. At present, most universities have their own independent most of the sports venues, therefore, in order to achieve multi-functional sports venues college, energy-saving environmental protection, and maximize efficiency, reduce operating costs, and how to establish a scientific, sound and feasible and humane way of operation and management of great research significance.

Guangzhou is a more developed economy and sports are the city in recent years, the College of Guangzhou, built a large number of new and high-level sporting facilities Including undergraduate to 24, such as the Sun Yat-sen University, etc. specialties are 46, such as Guangzhou Sports Polytechnic(this study object), and so on. According to the literature anal analysis found: At present, 70 institutions of higher learning that there own stadium operations management issues, Guangzhou Sports Polytechnic stadium as one of 70 sports colleges and universities, and its operational management, there are many worthy of study and learn from, the author of Guangzhou Sports Polytechnic to start, on how to improve their sports operations management, utilization, exploitation and development, it a win-win social and economic benefits have been studied, intended to further rove the Guangzhou City Centre the effective use and improve operational efficiency and better meet the needs of public health to provide practical theoretical basis.

This paper uses a literature review, questionnaires, logical analysis and mathematical statistics and other methods to conduct investigations and research. Summarizes the current operation and management of college sports issues, and Guangzhou Sports Polytechnic Centre status and operations in 70 universities with the City Centre to compare analysis, Guangzhou Sports Polytechnic conducted a survey of research, summarize and analyze the consumer groups consumer motivation consumer groups, the main characteristics, and consumption of consumer groups, the main factors; and based on the proposed stadium, Guangzhou Sports Polytechnic in the operating status of the main problems and operational management of the Development Strategy. Through literature search found that there is no stadium operations for the Management of colleges and universities in Guangzhou comprehensive, systematic, in-depth study, this paper literature, questionnaire, interview survey, logical analysis and mathematical statistics and other research method, and sports venues with the fifth national census, the sub-database analysis of Guangzhou, Guangzhou Stadium Resources, and the country from the current operation and management status of institutions of higher learning in the gymnasium common problems start by analyzing the research, and puts forward the appropriate operational management strategies to achieve Guangzhou colleges and universities to explore the optimal allocation of resources, sports facilities and sustainable development strategy provides an effective way to Guangzhou, the sports for the economic development planning and to provide the necessary sports theoretical support.

Studies suggest that Guangzhou Sports Polytechnic Centre in the operation and management process in conjunction with its own characteristics and adapt to their surrounding environment. With the opening degree of expansion of the deepening market-oriented operation, its operational and management level has been greatly improved. Therefore, how to watch the introduction and development of the project will be a strong impact on fitness for consumption of the main factors customers. Indeed, the management system under the planned economy remaining issues still exist, there are still social and economic contradictions, but stadium construction of the huge maintenance costs of its huge investment made, and now there is a closed stadium operating mechanism, operation and management personnel lack of venue availability is not high, operating behind consciousness and the issues behind the operation means a serious impediment to the development of stadium operations. Therefore, we must actively raise funds to continue to increase the school gym renovation, building and supporting facilities of the investment, a reasonable setting, open co-ordination, increase utilization, the introduction of the Balanced Scorecard of Performance Evaluation System, the introduction of sports of management, enhance service quality control, improve the management level, the establishment of a characteristic of the times sustainable development road of college sports operations.

Keywords

Guangzhou Sports Polytechnic; Stadium; operation management; Strategy

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1. Introduction

1.1. The research background

With the success of the 2008 Olympic Games, China's sports industry has developed rapidly, so that the concept of physical exercise has been popular. And with the increasing pressure of modern life and the improvement of living standards, as well as the extensive development of the national fitness campaign, the public demand for fitness and a sharp increase, "money to buy health" has become widespread. With the public demanding physical training, the existing municipal stadiums can no longer meet people's needs, and it ceases to be convenient to simply rely on government investment to build municipal stadiums. At present, under the condition of relatively loose university gymnasium, reasonable and moderate opening to the outside world is very important to promote the progress of national fitness and enliven the existing University Gymnasium. The establishment of University Gymnasium is an important guarantee to ensure the smooth progress of national fitness.

In recent years, a large number of high-level stadium facilities have been built-in colleges and universities in Guangzhou. Including undergraduate to 24, such as the Sun Yat-sen University, etc. specialties are 46, such as Guangzhou Sports Polytechnic(this study object), and so on. Basing on the analysis of relevant documents, it is found that there are certain problems in the operation and management of the gymnasiums of these 70 universities. Guangzhou Sports Polytechnic is one of the gymnasiums of colleges and universities in Guangzhou. This paper studies how to improve the management, utilization, development and advancement of the gymnasium in Zhejiang Vocational and technical college so as to make it a win-win situation for both social and economic benefits. In order to improve the effective use of university gymnasium in Guangzhou, improve operational efficiency, better meet the needs of public witness to provide a rational theoretical basis.

1.2. Purpose and significance of study

Of the 850080 sports venues required by the Fifth National Survey of sports venues, 18,481 are in the sports system, accounting for 2.2% of the national total, and 558044 are in the education system, accounting for 65.6%(Wang Quan 2005, 43). It is not difficult to see that the sport facilities in the education system account for the largest proportion of all sports facilities in the country. These facilities are the important material basis for the development of our country's sport cause(the Fifth National Sports Venue General Survey Data Bulletin 2005, 13).

Under the national fitness slogan, the increasing demand for physical fitness today, the number of venues to shortage of resources. And most of the stadium is difficult to achieve good economic and social benefits in front of the reality. Stadium Operation Research is particularly urgent. How to correctly understand the operation and management of University Gymnasium and how to cultivate and develop the sport market. It is of major theoretical and practical significance to realize the win-win of regional social and economic benefits.

People's understanding of the role of fitness gradually improved, more and more universities gym by sport fitness fans. In recent years, the scale of universities in Guangzhou has been expanding, and many universities have built or built stadiums and other facilities in the new campus. To a great extent, this has promoted the development of the sports industry in Guangzhou. However, takes care of the mode of operation and management, mode of operation and mechanism adopted by these venues conform to the actual conditions of each university? Is it the optimal combination?

In order to solve these problems, this paper adopts the methods of literature, Questionnaire Survey, interview survey, logical analysis and mathematical statistics. Proceeding from the common problems in the operation and management of university gymnasiums in Guangzhou and the whole country, this paper compares and analyzes the differences in the operation and management between 70 university gymnasiums in Guangzhou and Guangzhou Sports Polytechnic. Combined with the economic and social development of Guangzhou city as well as the regional development characteristics of the sports market, the corresponding countermeasures are put forward. The purpose is to provide decision-making thinking for the operation of the gymnasium in Guangzhou Sports Polytechnic and to promote the progress and perfection of the gymnasium in Guangzhou. It also provides valuable speculative basis for effectively solving the similar problems existing in the operation of gymnasiums in universities.

1.3. A review of the current research on the operation and management of university gymnasiums in China

1.3.1. The research methods

A stadium is a collection of interrelated factors, including the number, type, size, equipment, layout and shape of the stadium(Zhang Tao 2008, 56). Objectively speaking, the stadium is for all kinds of sport activities to provide space or space, its nature is for the development of sport and in accordance with a certain standard construction of outdoor or indoor dedicated venues. This study believes that the stadium of higher education refers to the construction of the education department allocation, belonging to the sports departments of higher education management and use. Mainly used for daily teaching and teachers and students of the exercise and after-school games and other activities, in spare time or holidays, in the form of paid or unpaid. A gymnasium that provides facilities for sports activities for students on and off campus, people from surrounding communities, and organizations, units, and collectives of social organizations.

As for the concept of University Gymnasium Operation Management, let's first look at the definition of Operation Management: At present, different people have different views on the concept of operation.

If we strip out content that is not relevant to business and organizational structure, and aggregate the following relevant Business News and Literature:

1. All commercial activities. In this case, "Operation" is used as a synonym for "Business". For example, in an article about the Premier League's operations in Asia, "Operations" refers to the company's entire business activity within a geographical area.

2. Major commercial activities. In preparing financial statements, the accountant uses the word "Operations" to refer to only the major business activities that the business is conducting. China's enterprises will be divided into operating income and other income, where "business" is the meaning of the operation.

3. Division of an organization. Used to represent a major part or function of an organization.

4. Conversion processes. "Running" a paper bag is the process of converting resource input into product or service outputs. Of course, from this can be seen, it's more refers to the actual work that people do and the relationship between people(Chen Ming 2004, 45). It is not difficult to see from the above that the essence of the operation as we know it is a transformation process. Under the same function goal, take the customer specific demand as the starting point, specially serves for the customer a series of work activity composition, the ultimate goal is causes the customer to be satisfied. The essence of management is the process of maximizing the value of an organization's resources. Activities that do not add value to a product or service can be considered wasteful.

According to the above concept of the operation and management, the operation of university gymnasium is to be managed and used by the Sports Department of the university with funds allocated by the competent department of education(Han Haijun 2002,112). It is mainly used for daily teaching, teachers' and students' exercises, after-school Games and other activities, in spare time or holidays, in the form of paid or unpaid Schools to participate in sports students and outside the school, the surrounding community, as well as social organizations, units and collective opening to provide sports venues. By its very nature, the concept remains subservient to the larger concept of management. But this paper puts forward the concept of a stadium operation, on the one hand, it hopes to attribute decision-making power to the main body of Stadium Operation Management, on the other hand, it hopes to emphasize the importance of service to the whole operation.

1.3.2. Main contents of operation and management of Gymnasium

The content of the stadium operation and management is mainly decided according to its specific functional needs, according to the current needs of the stadium in China, there are mainly the following aspects:

- 1.For the development of various types of sport to provide a variety of sport services, can also be seen as a sport skill and fitness and entertainment functions as a carrier of the service industry. Mainly provide competitive performance, entertainment fitness, sports training, sports brokerage and sport information services(Jiang Delong 2008, 33).
- 2.Apply for and hold sports events, through the Organization of events to achieve economic and social benefits of the unity.
3. Carry out sport training, all types of training to meet the needs of all types.
4. Opening up the sport fitness, leisure and entertainment, realizing the social benefits of the gymnasium.
5. Stadium Advertising, such as large-scale activities, around the various types of advertising, to achieve economic and social benefits.
6. Comprehensive Services, mainly including explicit services and implicit services, and customers can be perceived and not easily perceived various types of service packages.
7. Property Management, such as various types of storage lockers, in the premise of ensuring the safety of personal property, so that customers enjoy good sport services and management.

1.3.3. Operation management mode of university stadium

The mode of operation and management of a gymnasium is a set of standard forms and operational methods solidified in the course of its operation and management(Zhang Hong 2009, 63). For different types of gymnasiums, the mode of operation and management is different. Each gymnasium should choose the mode of operation and management according to its own characteristics.

For a long time, university gymnasiums have generally been under the direct management of sport departments. However, with the problems of poor management, insufficient funds, low comprehensive utilization rate and difficult maintenance of equipment, it has become a problem waiting to be solved in universities. At present, the following models are mainly used in universities:

This kind of open mode, which is generally adopted by colleges and universities, is conducive to the realization of sharing of sports resources in the society and the maintenance and renewal of facilities through paid services to achieve the purpose of the gym. But the service is single and the management method is extensive(Li Ming 2006, 49).

2. This kind of model is also popular in colleges and universities(Song Yuanping 2007, 66). Because of the danger of the sport, this kind of open mode is helpful to lighten the burden of schools and introduce social insurance mechanism.

3. The mode of shift operation management is unified by the logistic group of colleges and universities, which adopts the mode of charging and person-on-duty management(Wang Wencheng 2007, 45). At present, it is mainly used for those projects that students are interested in, consume high cost and cannot arrange in class such as table tennis, basketball, badminton and other currently popular sport.

4. This kind of model is accepted by a small organization such as a college or department of a university or teacher collective, do not authorize to outside(Yu Yang 2006, 38). This mode is beneficial to the cost reduction and resource sharing of school operation, but it is easy to cause the limitation of a single project with a minimum service level. It's not widely used right now.

1.3.4. Problems existing in the operation and management of University Gymnasium

1.The function of University Gymnasium is single, which is an important place for national fitness and teaching and training(Zhang Hongchen 2009, 63). However, due to the limitation of the function and the Public Welfare of the University Gymnasium, it is impossible to increase the expenditure on its supporting facilities. And the related large-scale events due to the college gymnasium facilities are not perfect, resulting in high-efficiency cannot smoothly undertake, reduce a part of the operating income.

2.The management level of university gymnasium is not high, and the consciousness of sport service and operation is absent, which leads to the poor participation of all members(Cao Jianwei 2007, 58). The reason has to do with the over-interference of our government, the high cost of operation and management and the huge cost of maintenance. In the course of the renovation and construction of stadiums and gymnasiums, due in part to the relatively backward ideas of the decision-making departments, they have not been able to link up with the development of the market, resulting in the fact that some stadium and gymnasium facilities can not meet the needs of the market development and lack of long-term Planning As a result, the utilization rate of the venue is low and the benefit is not obvious.

3.The lack of professional management personnel in University Gymnasium results in a low level of management. At present, most of the University Gymnasium adopts in the school Rear Service Personnel Management or the Physical Education teacher personnel supervision. Although school logistics personnel have considerable work experience, but because do understand the relevant professional knowledge of sport, resulting in many operational aspects of day-to-day problems. Even a small number of university gym or the Physical Education teachers, and most of seasonal income-generating open operation work, highlighting many problems in the operation process.

4.The informatization level of university gymnasium is relatively low. As the quality of relevant managers is generally not high, resulting in a lower level of information, the specific performance of extensive operations and management.

5.The fitness market analysis is insufficient, lacks the characteristic service, the operation benefit and the level is low(Hu Banghui 2007,73). For the current lack of fitness market analysis, the lack of characteristics of services, it is difficult to attract fitness customers, resulting in college gym fitness market is not active, low operating efficiency and level. Disposable income, but the maintenance of the stadium needs a large amount of funds, and the current input and operation are difficult to meet this need, so many college gymnasium value and function are not developed.

In China, the research on the investment, management and operation of stadiums and gymnasiums, especially those similar to universities and colleges, is only the initial stage, and the research in universities and colleges is even less. While scholars in the research, more or less will learn from the advanced management and operational experience of foreign developed countries, but in all kinds of research results there is little about the comprehensive research results of foreign universities and colleges in the gymnasium. Domestic research on the construction, management and operation of university gymnasiums is in a scattered state. It is not difficult to see from the above research, from the current domestic large-scale stadium comparison between Chinese and foreign research results. All kinds of research still remain at the surface, the research results are scattered, it is difficult for us to fully grasp the foreign University Gymnasium investment, construction, management and operation.

2. The main content, research object and method of this research

2.1. Main research content

At present, the function and operation mode of the gymnasium in 70 colleges and universities in Guangzhou is relatively single, and the medical personnel for its operation and management are lacking, which affects the comprehensive development and utilization of the gymnasium. Starting from the main problems existing in the operation and management of the gymnasiums of these institutions of higher learning in Guangzhou, taking the gymnasium of Guangzhou Sports Polytechnic as an example, and on the basis of this, putting forward the corresponding countermeasures for the operation and management, the main research contents include the following aspects:

1. Status qua of operation and management of the gymnasium in Guangzhou Sports Polytechnic
2. Problems existing in the operation and management of the gymnasium in Guangzhou Sports Polytechnic and the influencing factors
3. Countermeasures for the development of gymnasium management in Guangzhou Sports Polytechnic

2.2. Research objects and methods

2.2.1. The research objects

Research Object: This paper studies the facilities, operation and management mode of the gymnasium in Guangzhou Sports Polytechnic.

2.2.2. The research methods

Documentation Method

Around the research content of this topic, consulted a large number of books and documents related to this topic, such as management, economics, sports management, Sports Industry, sports marketing, etc. And through the China periodical network, Chongqing Weipu, the People's Congress newspapers and periodicals reprint material series database resources database and search engine such as Baidu to retrieve a large number of relevant information. Focusing on consulting the relevant papers on the operation and management of university gymnasiums at abroad, as well as the relevant literature on the current situation of the operation and management of university gymnasiums in Guangzhou, and the data collected by the collation, analysis and use.

Investigation Method

Design and evaluation of questionnaire

In the course of designing the questionnaire, I have consulted a large number of literature. According to the need of the research, we read a large number of books about Social Survey, and design a questionnaire to see Appendix 2 on the basis of repeatedly soliciting expert opinions.

Based on the collection and analysis of literature, according to the principles and requirements of the questionnaire design in sociology, combined with the purpose and content of this research, questionnaires were designed for stadium managers and gym customers (Annex 2). The questionnaire was revised repeatedly and 15 experts (4 management experts, 4 stadium leaders and 7 sport experts) were invited to evaluate the validity of the questionnaire.

Reliability and validity of the questionnaire

To ensure the validity of the questionnaire, 16 sports theories and stadium experts were invited to evaluate the design of the questionnaire by the logical method. 100% of the experts believe that the questionnaire design can meet the requirements of this study, with effectiveness.

In this study, retest was used to test the reliability of the results. The Correlation Coefficient of retest was 0.858-0.896, $p < 0.01$ The higher the correlation level, the higher the reliability of the questionnaire.

TIME OF SURVEY

The time for issuing and withdrawing questionnaires is from November 2017 to January 2017. Questionnaire distribution and recycling are shown in table 1.

Table 1 Questionnaire survey statistics

Guangzhou Sports Polytechnic Stadium questionnaire	Released quantity	Recycling quantity
	230	156

Interview Method

Interview the experts who are engaged in the research of sport operation and management in colleges and universities in China. This paper makes interviews, consultation, on-the-spot investigation and network investigation on the leaders, directors, teachers and staff in the management of the gymnasium in 70 colleges and universities in Guangzhou. An outline of the interview is at Annex 1.

Logical Analysis

By means of logical analysis such as induction, deduction and analogy, this paper probes into various documents and data. Demonstrate the point of view and put forward relevant countermeasures.

Mathematical Statistics

SPSS11.5 and excel statistical software such as the Fifth National Census data and the data obtained from the questionnaire survey, in-depth analysis, tabulation, mapping.

3. Analysis of the operation and management of the stadium of Guangzhou Sports Polytechnic

As one of the newly-built gymnasiums in the universities of Guangzhou, Guangzhou Sports Polytechnic is a key project of the university. It relies on the advantages of Guangzhou Sports Polytechnic own architectural design its construction concept and post-construction operation management have important research and demonstration value. And proceed from this, in-depth specific analysis of Guangzhou Sports Polytechnic of the operation and management model. Therefore, this section will focus on the operation of Guangzhou Sports Polytechnic Gymnasium Status Quo, which will help to improve the level of operation of Guangzhou Sports Polytechnic, so as to better improve its operational efficiency.

3.1 Introduction of Guangzhou Sports Polytechnic

Guangzhou Sports Polytechnic has a multi-purpose gymnasium. After decades of opening to the community and operating management, it has accumulated a lot of experience in the operation of University Gymnasium. With the development of the society, Guangzhou is also one of the cities with rapid economic development. In the new period of development, the investment in the stadium has been increased, and one of the renovation and maintenance projects of the gymnasium of Guangzhou Sports Polytechnic has finally been completed and started to operate.

Guangzhou Sports Polytechnic Gymnasium is located in no.338 CHANGXING roads east, TIANHE district, Guangzhou. The school has a multi-purpose gymnasium and sports facilities covering an area of more than 6000 square meters Has Indoor Gym, table tennis room, shape room, quality test room, martial arts room, chess room, basketball court 8, Indoor Volleyball Court 6, Tennis Court 6, supporting facilities have a rest room, athletes coaches dedicated room, dressing room, a total of 100 booths, can accommodate 2,000 spectators to watch game.

3.2 Analysis on the operation and Management Mechanism of Guangzhou Sports Polytechnic

According to the analysis of the preceding chapter, Guangzhou Sports Polytechnic adopts the Management Mode of school sports department and the operation mode of out-of-school contract lease. The operation mode realizes the change from the first pure mode to the second mode, which is beneficial to the exertion of its operation management function. The Gymnasium of Guangzhou Sports Polytechnic was built and put into use in March 2004. Its income and expenditure mainly rely on the financial allocation and the school gives the daily teaching work fund as well as non-regular opening income realizes own income and expenditure balance. Still need to improve the level of opening to the outside world to reduce the corresponding financial burden.

3.3 Large-scale activities held in the gymnasium of Guangzhou Sports Polytechnic

Hosting a large-scale event is another major indicator of the utilization rate of a venue facility. It includes a large number of projects, through holding large-scale events cannot only increase the income of the stadium, but also can increase the visibility of the stadium, and can also be a significant ticket revenue. See Table 2 below for details.

Table 2 A large activity table was held in the stadium of Guangzhou Sports Polytechnic

Serial number	Activity Name	Date
1	National sports traditional project school league in 2016 800	AUG.2016
2	First south China five provinces international standard dance championship 1200	OCT.2016
3	"WANG LAOJI Cup" national judo open 1000	NOV.2016
4	GUANGZHOU.CHINA BRICS GAMES(WUSHU) 2000	MAY.2017
5	Guangzhou fencing open in 2018 1400	APR.2018

From the above table, we can see that the stadium of Guangzhou Sports Polytechnic through the action bearing all kinds of game, to increase operating income, and therefore the utilization rate of the venue has been greatly improved. But we can also see that in the past three years, the stadium has not hosted any major events.

3.4.Internal and external openness

3.4.1.Internal openness

Under the premise of giving priority to normal teaching and training, the gymnasium is open to all teachers and students in the school. The cost of the stadium is only a part of the school's budget, but the stadium itself is relatively expensive and difficult to manage. It involves human, material and financial resources schools often cannot afford the normal operation of the stadium. In the spare time of the main implementation of paid opening, but the charge is not high for teachers and students.

3.4.2.External openness

The Gymnasium of Guangzhou Sports Polytechnic is open to the outside world with compensation. From the view of opening time and utilization efficiency, the opening time is mainly in the evening, weekends and summer and winter vacation. The time of exercise is relatively concentrated and the utilization ratio is relatively high.

The school sport industry is not purely profitable in terms of the items and contents of the operation, to some extent. It also marks the development of the school sport(Huang Zhenpeng 2009, 77). According to the actual situation by the school unified management, ensure the normal teaching, training under the premise, actively carry out operations to generate income.

On the basis of satisfying the normal teaching and training in schools, the paid opening to the outside world is a kind of charging behavior of opening to the outside world in order to alleviate the contradiction of the shortage of social stadium, meet the needs of the masses and make up for the shortage of sports funds(Ji Yuelong 2009, 65). This kind of paid service is just a positive measure to lighten the financial burden of the government, to ease the tight budget and to maintain the University Gymnasium.

3.5. Customer satisfaction with the facilities and services of Guangzhou Sports Polytechnic stadium

According to the survey in Appendix 2, customers' satisfaction with the facilities and services of the gymnasium of Guangzhou Sports Polytechnic is as follows.

Table 3 Customer satisfaction with the facilities and services of Guangzhou Sports Polytechnic stadium

	Satisfaction	Dissatisfaction
Service attitude	37.5%	62.5%
Services available	28.5%	71.5%
Services level	33.6%	66.4%

From the above table and the questionnaire analysis, we can see that Guangzhou Sports Polytechnic Gymnasium operation service consciousness and service items and service level are low. Service quality is poor. This will cause it to lose more fat customers, affect the operation of the stadium and its development.

3.6. Operating benefit and income distribution of gymnasium in Guangzhou Sports Polytechnic

The Gymnasium of Guangzhou Sports Polytechnic was built and used in March 2004. Its income main use has the stadium maintenance, the worker's wages, organizes the large-scale activity, develop the new operation project and so on. From the current situation, the operating income is very low, need to constantly improve the level of operation, development and introduction of new projects, improve the operating rate of return.

3.7. Problems in the original operation mode of the gymnasium in Guangzhou Sports Polytechnic

3.7.1. Gymnasium utilization rate is not high, the holiday is idle and single function

From the above, we can see that there are common problems in the operation and management of gyms in Guangzhou Sports Polytechnic, such as the single function of gyms, the lack of supporting facilities, and the serious unused during the holidays. This is a common dilemma faced by most stadium. Although the utilization rate of facilities is different in different projects, the function of stadiums is single, and the supporting facilities are not complete. However, in general, the utilization rate of stadiums and gymnasiums of Guangzhou Sports Polytechnic is still high among the 70 universities in Guangzhou.

3.7.2. The Stadium Operation Means is single, the operation efficiency is low, the operation management talented person lacks

Most of the university gymnasium adopt the traditional management model, its main function is to take charge of the university sports teaching, training and so on (Yang Yuanbo 2006, 67). The sports department can manage the daily work of the gymnasium, but lack of professional management, which leads to low operating efficiency. And in terms of operational means also appears to be a single. The same is true of Guangzhou Sports Polytechnic. Nearly all the 15 teachers in the Ministry of Sports also serve as stadium managers. They have not introduced more advanced management concepts and technical service teams, and the management mechanism is very single there are fewer in-house facilities on lease.

3.7.3. The sense of Operation Service is backward and the method is not appropriate, the lack of service Quality Supervision

Quality is very important to customers, so every manager should give priority to quality (Liu Xiaolan 2006, 83). And in the venue operation, how to make customers have a certain degree of loyalty to the venue is particularly important. This will attract and retain customers and keep them in a competitive position. However, at present, because of the quality of most venue managers is uneven, there is no good sense of operation and service, resulting in very low level of service.

Guangzhou Sports Polytechnic gymnasium is also facing such an embarrassing situation. The issues reflected in the relevant questionnaires are being actively pursued in terms of openness to the outside world, but in terms of effectiveness and management there is still room for improvement.

3.7.4. The types of sports centre services are monotonous

Sports Hall of Guangzhou Sports Polytechnic is based on the management of school Sports Department and the operation and management mode of out-of-school leasing. The programs include aerobics training, yoga classes, children's table tennis, tennis, badminton, volleyball, basketball, chess and card games. Most of the services are in the category of training, that is, rental and co-leasing. There is a lack of project development similar to that of fitness professional clubs, such as multi-forms, self-management and operation, and lack of continuous business projects.

3.7.5. Lack of fitness market, customer fitness needs for systematic analysis, no features of the fitness project

According to the previous survey analysis, we can see that the current analysis of Guangzhou Sports Polytechnic fit customer needs, such as lack of their own characteristics of the project. So stadium managers need to innovate with special events to attract more customers.

4. Analysis on the guiding ideology and Service Object Of Guangzhou Sports Polytechnic Stadium

4.1. Guiding principle of Operation

The guiding principle of the gymnasium of Guangzhou Sports Polytechnic is:

1. To develop the cause of physical education for the purpose of doing a good job in the daily construction of physical education and open to the outside world.
2. The principle of giving consideration to the coordinated development of social and economic benefits.
3. Emancipates the mind, the transformation mechanism, opens the financing Channel widely, earnestly completes stadium's Comprehensive Operation Development Work.
4. To meet the growing demand for sport, to achieve the rational use of stadium resources, the value of state-owned assets and the sustainable development of local sports industry.

4.2. The service objects of the stadium

COMMONWEAL is the basic attribute of University Gymnasium(Chu Yajuan 2008, 76). Therefore, in the choice of the service object, the stadium should serve for the students and the masses, so as to be friendly to the people, beneficial to the people and convenient to them. The service objects of the gymnasium in Guangzhou Sports Polytechnic include social groups, students and individuals. Sport competitions and sport needs of students and local citizens have been prioritized.

5. SWOT analysis on the development of gymnasium operation in Guangzhou Sports Polytechnic

In fact, SWOT analysis is a method to summarize the internal and external conditions of an organization, analyze its advantages and disadvantages, and analyze its opportunities and threats. Among them, internal advantage, internal disadvantage, external opportunity, and external threat.

(S: Strengths; W: Weakness; O: Opportunity; T: Threats)

On the basis of relevant documents and investigation, this paper sums up seven internal factors affecting the management efficiency of stadiums and gymnasiums:

1. Price
2. Venue Facilities
3. Venue Operation
4. Venue Services
5. Stadium Management
6. Coaching Team
7. Surroundings

In the form of an interview, managers of gymnasiums of colleges and universities in Guangzhou were invited to evaluate according to the importance of each factor. According to the analysis and summary, the internal factors that affect the benefit of the stadium are the management talents, the service and the price.

The internal factors that affect the benefit of the gymnasium in Guangzhou Sports Polytechnic are also the above three: the operation and management talents, the service and price of the gymnasium.

According to the above-mentioned survey method and the statistical method, this paper evaluates the external factors which affect the running efficiency of the gymnasium in Guangzhou. The results show that the external factors affecting the operating efficiency of the stadium are in order of importance: investment of sponsors, preferential policies of the government, support of the government, consumption level of consumers, transportation, publicity of the media and development projects.

External factors influencing the benefits of the gymnasium in Guangzhou Sports Polytechnic: The investment of sponsors, the preferential policies of the government, the support of the government, the consumption level of the consumers, the traffic, the publicity of the media and the projects available for development.

Among them, the advantage and disadvantage analysis focuses on the comparison of their own strength and competitors, while the opportunity and threat analysis focuses on the impact of the changes in the external environment.

I think:

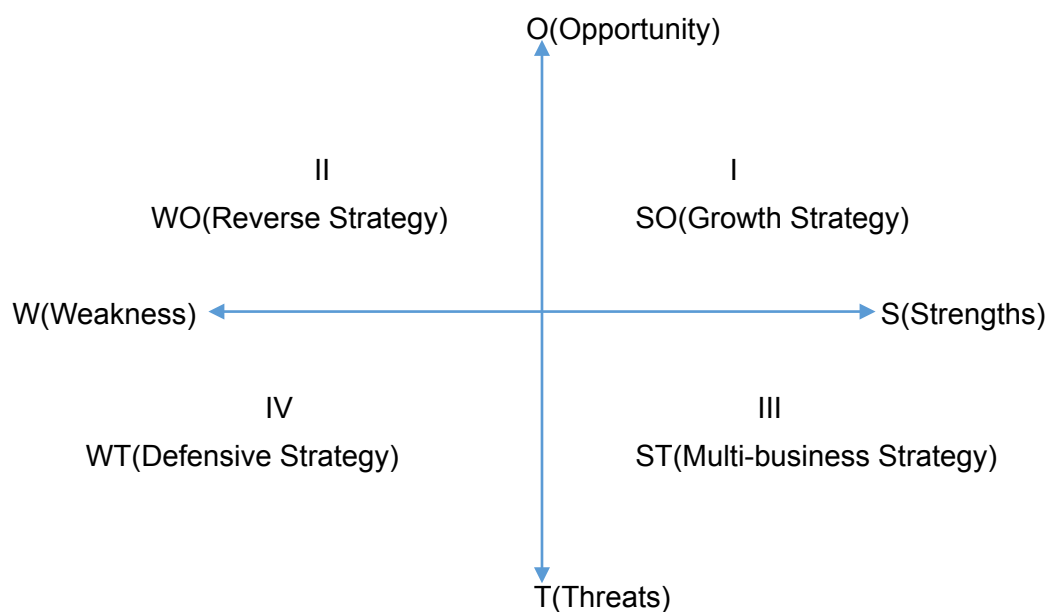
If internal advantages and external opportunities are prominent, I: so Strategy (Growth Strategy) can be adopted.

If internal disadvantages and external opportunities are prominent, we can adopt II: WO Strategy (Reverse Strategy).

If the internal advantages and external threats are prominent, we can adopt III: ST strategy (multi-business strategy).

If internal disadvantages and external threats are prominent, the IV: WT Strategy (defensive strategy) can be adopted.

See figures 4 below for details.



(S: Strengths; W: Weakness; O:Opportunity; T:Threats)

As can be seen from figure 4 above, type I organizations should adopt growth strategies, such as opening up new markets, increasing output, etc. The second type of firm should adopt a strategy of reversing the trend, such as preferential policies to take advantage of the market. Of course, preferential conditions are all of their own, so they should try to eliminate these disadvantages. Class III companies should adopt defensive strategies, such as developing projects that exploit their strengths and avoid threats. Class IV enterprises should adopt a diversified business strategy and actively expand their operations while giving full play to their advantages.

This article will use the analytical method to analyze the advantage, disadvantage, opportunity, threat of Guangzhou Sports Polytechnic gymnasium, thus personalized formulation agrees with its Operation Strategy.

5.1. Strengths

Gymnasium technical condition: in Guangzhou general university gym, near the center of the city, and the surrounding high-grade community is more. People's fitness enthusiasm is high. It has good social influence and credibility, and professional fitness instructor professional and professional quality.

The indoor environment of the stadium is large and the equipment is new.

The regional population density Guangzhou Sports Polytechnic is surrounded by dense residential areas.

Gym facilities: the stadium is equipped with children's table tennis exercises and baskets, and parents can watch the children's learning.

The fit customer quality consumer level is higher, has the government official, the university teachers and students, the enterprise white-collar.

5.2. Weaknesses

There is less competition in the market, and the competition is better.

The residents have a good habit of working out in the holiday season and in the winter and summer holidays. The students and nearby residents have a great demand for fitness and training, and the training market is large.

The reputation of the stadium: there are a number of consumers who want to accept the high-profile, reliable sports venues for fitness and guidance.

Development of new projects: while constantly striving to undertake all kinds of large-scale events, we also actively launch sport forms such as badminton, table tennis and street dance, which are popular with the public and students.

5.3. Opportunity

Gymnasium supporting facilities: there is a special player lounge and so on.

Marketing management of the gymnasium: lack of talents in operation management and creative marketing, insufficient information and systematic inadequacy; insufficient external publicity; the external liaison is not extensive and active.

Service products: single product, without its own unique advantages of service products.

Competitive marketing: lack of stands and related events to hold qualification certification and insufficient publicity.

5.4. Threats

Competition resources: there are not a lot of opportunities for big game because there are no grandstands and complete ancillary facilities.

Competition: several near the gym open during the summer vacation, and these sports facilities have large investment, the venues such as personnel, funds are expanding their markets, to find their own customers with service stadium operation project the contents of the identical or similar.

Provision of services: the content of the stadium operation project are similar or similar.

From the above analysis, we can see that, as far as the current situation is concerned, the internal and external conditions it faces are still basically acceptable. The advantages and disadvantages are also obvious, but its advantages are only temporary. With the development of the market and the change in the demand, if it doesn't adjust its own operation strategy quickly, it will carry out various operations and establish the ceremony of Sports Service operation it will make the competition even more intense. If you can't adapt, you may even be eliminated. Disadvantage is the neglect of customer feelings, lack of communication with customers, interaction, lack of external publicity. In this case, should strengthen the customer's attention and interaction, through interaction to understand consumers, discover their needs, better serve customers. The brand and quality of a venue cannot be separated from the publicity, without publicity, no one will know where your venue advantage is, therefore, publicity and brand promotion for the stadium has a crucial role to play, it cannot be ignored. Among the disadvantages of the gymnasium in Guangzhou Sports Polytechnic, the most important one is the lack of characteristic service products. In a competitive market environment, if you do not have characteristics, then the advantages will be quickly buried. Therefore, in choosing competitive strategy, the gymnasium of Guangzhou Sports Polytechnic should first consider how to distinguish itself from other competitors and keep the difference from competitors(Lv Zhuo 2008,153).

Through investigation and analysis, the advantage of the gymnasium of Guangzhou Sports Polytechnic is not easy to be imitated by competitors. The formal advantages of its stadiums, for example, are a bulwark its competitors cannot emulate. And the disadvantage of the stadium, mostly his own marketing management caused by inadequate. For example, external publicity efforts are not enough. The product is single, does not have the characteristic service product. These can be improved through increased publicity, product differentiation and other methods of facing the disadvantages of its stadiums.

With the improvement of people's health consciousness, the opportunity that the sports industry faces is increasing gradually, more and more people begin to pay attention to the fitness industry, people from simple exercise to enjoy exercising gradually(Chu Yajuan 2008, 83). Therefore, many people in the beginning to choose the stadium, the importance of the visibility of the stadium and venue conditions. In such circumstances,

Guangzhou Sports Polytechnic gymnasium is facing a great opportunity. For example, the stadium has a certain popularity, there are many to be developed projects, such as aerobics, Children Table Tennis and Yi Quan Dao pass-level training. All of these features make for a much better business case for its stadiums. Its stadiums are under threat as well as opportunity. For example, the number of competitors around the stadium will gradually increase. They will also invest a lot in the venues, such as personnel and capital, which will inevitably reduce the number of visitors to their stadiums and affect the turnover. This is the biggest threat to its stadium. And although the stadium's popularity is well established in the current operation, it also has some new projects to develop. But, because the marketing management aspect also temporarily quite as weak, also cannot quickly reflect the market demand. However, as long as the resources advantage of university stadium is rationally utilized and the service quality and variety are improved, the development opportunity of the gymnasium is greater than the threat, and the opportunity will take the leading position.

6. COPING STRATEGIES

6.1. Actively raise funds, continue to increase the transformation of the School Gymnasium, construction and supporting facilities to improve the Investment

The current college gymnasium facilities and supporting facilities in Guangzhou, are not perfect. But its source of funds for the main or all relies on the support of government financial funds. The channel is too single. In the maintenance and renovation of related facilities, the government should actively raise funds, continue to increase the transformation of the school gymnasium, construction and supporting facilities to improve investment. Strive to better meet social needs, and better realization of the venue operation and development.

Judging from the current facilities of Guangzhou Sports Polytechnic, the number of stands is too small, there are no supporting facilities such as catering places, need to continue to increase investment in the transformation. Managers can try to raise funds by taking advantage of existing stadium clients and the opportunity to host major events, such as renting advertising space in the stadium.

6.2. Reasonable setting, overall planning and opening, improve operational efficiency

Based on the current project of Guangzhou University Gymnasium opening to the outside world and its operation time, it cannot meet the need of the society. In the relatively time-intensive weekend, many facilities such as badminton court is often full, waiting for the phenomenon from time to time, but some time is empty. This puts forward a very high demand for operators, need to open the operation of the project and time for a reasonable set. Overall planning and opening up, increase the utilization rate, and the introduction of the operation of a strong ornamental project and public favorite fitness program.

Through above, may achieve the enhancement operation income, then promotes the operation benefit, reduces the government financial burden. Guangzhou Sports Polytechnic with more seasonal income, opening time planning is not enough, resulting in a waste of gymnasium resources. Management personnel should be reasonably set up to improve the operating efficiency of the stadium, such as more to undertake like Cuba to watch a strong event resources.

6.3. The introduction of Stadium Operation and management personnel, strengthen the quality of service supervision, improve the management level

Due to the lack of stadium operation and management personnel, and the sense of service has not been generally established, resulting in low level of management. Based on the present situation, the gymnasium in Guangzhou Sports Polytechnic should take advantage of the concentration of universities and colleges in Guangzhou to introduce the talents of gymnasium operation and management. For example, Guangzhou University, which ranks among the top ten in China, has a sport management talent training base. In a competitive market environment, such as fitness services such as tertiary sector of the economy, it is important to understand that quality of service is not only the product, but also the quality of service that customers sell. Such as regular training course, and the establishment of a complete set of service quality monitoring system, such as the establishment of a customer complaint column, to improve overall management.

6.4. Based on the market, for customer fitness needs, the introduction of projects, with special services to attract and retain customers

Based on the investigation of fitness customers and SWTO analysis of gyms, the countermeasures are to continue to develop and retain its own advantages and to base itself on the market in-depth analysis of customer status, such as customer age structure, demand and consumption status. In view of the customer fitness demand, takes the differentiation marketing strategy, such as school fitness teachers and students can take appropriate preferential policies, and increase publicity.

And actively introduce projects, do special services to attract and retain customers(Liang Dong 2009, 37). Such as "team" into the library, and fitness-related sport teams forms strategic alliances, professional training base to provide good service, a unique advantage. There are also such as aerobics and children table tennis training. These characteristics can be better for the Guangzhou Sports Polytechnic Gym Business Opportunities.

6.5. Increase publicity efforts to actively undertake the event

A venue brand, quality, is inseparable from the publicity, no publicity, no one will know where your venue advantage(David C, Watt 1998, 143). Therefore, publicity and brand promotion for the stadium has a crucial role to play, cannot be ignored. Guangzhou Sports Polytechnic gymnasium should actively undertake Guangzhou group competition events resources. Broaden their own publicity channels, while expanding the undertaking of sport training market and various types of corporate culture expansion of the competition.

6.6. Perfect the body-building membership system and realize differential marketing

At present, the gym of Guangzhou Sports Polytechnic should try to perfect its fitness membership system. From the above analysis, we can see that the exercise of the scope of the membership system is still very small, and mostly extensive management, and the membership system and its costs have not achieved differentiation. And according to its fitness customers and age structure analysis, we need to make new plans, such as the introduction of quarterly cards, gold cards, etc., to improve the efficiency of the gym operation. Open up a road with the characteristics of the time and sustainable development of College Gymnasium operation.

In a word, in the process of operation and management, the gymnasium of Guangzhou Sports Polytechnic should be combined with its own characteristics and adapt to the surrounding environment. With the expansion of the degree of opening to the outside world, the degree of marketization has been deepened, and the level of operation and management has been greatly improved. Therefore, how to introduce and develop the strong appreciation of the project will affect the fitness consumer consumption of the main factors (Kevin J. Delaney 2003, 69). The legacy of management system under the planned economy still exists, and the contradiction between social benefit and economic benefit still exists. But the huge investment in the stadium has made it very expensive to maintain. But at present, there are some problems in stadium, such as closed operation mechanism, lack of operation management talents, low utilization rate of venues, backward operation consciousness, and backward operation means, which seriously hinder the development of stadium. Therefore, we must actively raise funds, continue to increase the transformation of the school gymnasium, construction and supporting facilities to improve the investment, reasonable set-up, co-ordination and opening, increase the utilization rate, the introduction of sports management personnel, strengthen the supervision of service quality, improve the level of management, and establish a feature of the Times, sustainable development of the College Gymnasium Operation Road.

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Appendix

Annex 1:An outline of interviews with experts and staff working in the management of University Stadium

How do you do! You are an expert and a staff member in stadium operation and management of the university. I am conducting the research on the management and development of the gymnasium of the Guangzhou Sports Polytechnic!

1. I'd like to ask you a few questions about Your Stadium Management and development.

What is the Basic Stadium of your school? Would you like to introduce:

Number of venues

Area of the venue

The quality of the venue

Status of facilities at the venue

USAGE OF INDOOR VENUES

USAGE OF OUTDOOR VENUES

2. Is Your School Stadium Open to the public?

REASONS FOR OPENNESS

Types of Open Stadium

Open time schedule

Open to the object

Open Form

Open USE EFFICIENCY

OPEN-ENDED FEE RATES

The project and the content of the operation

The state of Operations

3. How does your school's Stadium be managed when it is open to the public?

Management Patterns

Management System

The rules and regulations of the stadium

The way the stadium is run

The basic situation of the Management Staff

The basic situation of the venue staff

The basic situation of the Director of the Stadium Sports Program

The legality of the management and opening of the venue

4. What factors do you think affect the management and development of College Stadium?

The relationship between teaching, training and openness

The conditions of the venue

The ideology of Leadership

OPEN PROJECTS AND PRICES

CONSUMER TERMS

The way it works

The venue's own propaganda

Other factors

5. Do you think it is necessary for college stadium to be open on a paid basis? Please tell me why you're here.

6. Do you think it is possible for college stadium to be open for free? Please tell me why.

7. What do you think is the problem with the management of University Stadium? I'd like to have a word with you.

8. What do you think is the problem with the development of University Stadium? I'd like to have a word with you.

9. Can you tell me how to effectively solve the problems found in the management and development of your school?

10. What measures do you think should be taken to further improve the management and development of University Stadium?

Annex 2: Questionnaire on the gymnasium of the Guangzhou Sports Polytechnic

A survey on the market research of the gymnasium of Guangzhou Sports Polytechnic

Dear customer (sir, Ma'am)

How do you do! This questionnaire is the market research of the Guangzhou Sports Polytechnic in order to understand the needs of consumers and understand the customers' wishes, we hope that through the collection and analysis of this information, we can provide you with better service. Thank you for your cooperation.

1. Your Basic Situation

Sex: Man Woman

Age:

Under 7 years old 7-11 years old 12-17 years old 18-24 years old

25-34 years old 35-44 years old 45-59 years old Others

2. Your Employment Status:

I'm on the job Students Disengaging Others

3. Your industry is:

IT Finance Education Services Others

4. Your monthly income is:

Under \$1,500 \$1,500. \$2,500 \$2,500.-\$4,000 Others

5. How much do you spend on physical fitness every month?

Under \$100 \$100.-\$200 \$200.-\$300

\$300.-\$400 \$400.-\$500 \$500 or more

6. What is your fitness age

A MONTH THREE MONTHS Six Months More than one year Others

7. The purpose of your visit to the gym is: (Optional)

GET SOME EXERCISE RELIEVE STRESS AT WORK

Follow the trend Socially, to make more friends

A WAY OF SELF-PRESENTATION Others

8. Who do you usually go to the gym with?

Family Man (woman) friend Schoolmate A colleague or friends Alone

9. What are your priorities in choosing a gym? (optional)

Price Distance from work unit or family Size and scale BRAND EFFECT

Is it convenient to park The qualities and skills of a coach

The patient and considerate service attitude of the service personnel Others

10. What gym have you been to?

11. What impact did you choose the gymnasium of Guangzhou Sports Polytechnic:
(Optional)

- Price Distance from work unit or family Size and scale
BRAND EFFECT Is it convenient to park
The qualities and skills of a coach Love the campus vibe
The patient and considerate service attitude of the service personnel
Love the design of our gym Relatives, friends Co-workers
Media, Advertising Others

12. How do you spend every time you come to the gym of Guangzhou Sports Polytechnic?

- ONE-TIME PAYMENT MONTHLY PAYMENT
QUARTERLY PAYMENT Others

13. What time do you normally go to the gym?

- Monday to Friday The Weekend

14. What time of day would you like to go to the gym? (optional)

- In the morning In the morning Afternoon At Night Others

15. Can you accept the location of ticket prices in the gymnasium of Guangzhou Sports Polytechnic?

- Yes I can't

16. Do you agree with the time-share pricing (high prices in prime time and low-cost promotions when there are fewer people) ?

- Yes No

17. How much do you think the ticket price of the gymnasium of the Guangzhou Sports Polytechnic should be fixed at:

- LESS THAN \$20 \$20 / Session \$25 / Session
\$30 / Session Over 30

18. Have you ever successfully introduced your friends and family to the gymnasium of Guangzhou Sports Polytechnic?

- Yes No

19. Have you ever seen and learned about the various types of competitions that have been held at the gymnasium of the Guangzhou Sports Polytechnic?

- Yes No

20. Yes No

21. Would you like to be a member of the Sports Hall of Guangzhou Sports Polytechnic and enjoy other member's treatment? ("yes, " please continue, "not" please answer question 21)

Yes No

22. What kind of member do you want to be:

MONTHLY CARD Giacomo

Annual Card Family Card

23. What kind of treatment do you want your members to have :

Peak-hour Membership Zone

ORGANIZE REGULAR MEMBERSHIP ACTIVITIES

Regular and free technical guidance to members of the Public

Bonus points upgrade (preparation of various types of equipment for members)

Others

24. Are You satisfied with the service attitude of the staff of the gymnasium of the Guangzhou Sports Polytechnic?

I'M NOT HAPPY ABOUT IT I'M NOT SATISFIED

General I'm satisfied I'm happy with it

25. Are You satisfied with the current software (such as service items, service level, etc.) of the Guangzhou Sports Polytechnic? Any comments or suggestions?

I'M NOT HAPPY ABOUT IT I'M NOT SATISFIED

General I'm satisfied I'm happy with it

26. Are You satisfied with the current hardware facilities in the gymnasium of the Guangzhou Sports Polytechnic? Any comments or suggestions?

I'M NOT HAPPY ABOUT IT I'M NOT SATISFIED

General I'm satisfied I'm happy with it

27. What do you think is different from other university gymnasiums in the gymnasium of the Guangzhou Sports Polytechnic?

I'M NOT HAPPY ABOUT IT I'M NOT SATISFIED

General I'm satisfied I'm happy with it

This is the end of the questionnaire! Thank you for your valuable time to participate in our questionnaire, we are very grateful for your support.