

CURRENT SITUATION AND INFLUENCING FACTORS OF EFFECTIVE QUALITY MANAGEMENT OF STADIUMS IN CHINA

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Abstract: The number of stadiums in China has increased significantly, but there are many problems in the operation and management of the stadiums. The quality management of the management of stadiums is in line with its management attributes, and it is necessary to apply quality management in the management of stadiums. China's sports standardization work is still in its infancy, and it is urgent to establish a sports standardization system. However, with the development of China's social economy, the process of sports standardization has accelerated. The article also analyzed the factors that affect the effective quality management of Chinese stadiums from the perspective of internal and external factors.

Keywords: China; Stadiums; Effective Quality Management; Influencing Factors; ISO standards

1 The quality management of stadiums is the way for the operation and management of stadiums

1.1 There are still many problems in the operation management of Chinese stadiums

Sports venues are an important material support carrier for competitive sports and fitness activities. The continuous improvement of comprehensive national strength has led to the increasing frequency of international sports exchanges. In recent years, China has successfully held more and more international large-scale sports events and business activities. With the rapid growth of China's economy and the continuous development of China's sports industry, the number of sports venues in China has grown significantly. According to the statistics of the sixth national census of sports venues[1], as of December 31, 2013, there were a total of sports venues nationwide. 1,694,600, the land area was 3.982 billion square meters, the building area was 259 million square meters, and the site area was 1.992 billion square meters. Among them, there were 169,100 indoor sports venues with a venue area of 62 million square meters; 1,525,500 outdoor sports venues with a venue area of 1.930 billion square meters. Based on the total population of 1.361 billion people in mainland China at the end of 2013, there were 12.45 sports venues per 10,000 people on average, and the per capita sports venue area was 1.46 square meters. The large-scale sports events represented by the Beijing Olympic Games have greatly promoted the development of related industries such as culture, entertainment, tourism, construction, and communications. After the Beijing Olympics, China's sports development has entered a new stage, especially in 2022 when China will host the Winter Olympics. By the end of 2020, the number of sports venues across the

country has increased by 89.7% compared with 2017, the total sports venue area had increased by 33.4%, and the per capita venue area had increased by 32.5%, of which the coverage rate of community sports venues has reached 90%, and administrative village venues and facilities are covered. The rate has exceeded 96% [2]. The "National Fitness Plan (2021-2025)" proposes measures such as building, renovating and expanding more than 1,000 sports parks during the "14th Five-Year Plan" period, and strengthening the management of fitness equipment for all people [3]. Taking the opportunity to hold various large-scale sports events and activities, many cities have established a large number of stadiums, but the problems in the construction, operation and management of stadiums have also followed, and the competition in the operation of stadiums has become more and more fierce.

There were still many problems in the management of China's national stadiums. From the perspective of the venues themselves, most sports venues had problems such as insufficient supply of funds and human resources, backward management mechanisms, backward information services, lack of intelligent management systems, and single means of production, operation and market operation. The operation of stadiums after the event is a key issue. With the continuous adjustment of China's economic structure, the rapid upgrade of sports consumption demand, the continuous updating and optimization of the sports market structure, the marketization of the sports industry has developed rapidly. What does not match the ever-changing market is the existing management model of stadiums, which needs further innovation and improvement.

1.2 Quality management

It may still be a very confusing concept for that quality is widely used in a variety of fields partly because people recognize it according to the different roles that individuals play in the production and distribution value chain. In addition, the meaning of quality also evolves with the development and maturity of the quality profession [4].

Basic connotation of quality managements was: "in order to ensure the continuous improvement of product quality, all members of the organization comprehensively use modern management science and management technology to comprehensively and systematically manage the entire process and various factors affecting quality, so as to achieve the goal of producing consumer products[5]. An effective quality management system for the purpose of satisfactory products". It attaches great importance to the development and utilization of human resources, emphasizing that on the premise of respecting the value of people, it also pays attention to strategic planning, full participation, teamwork and coordination. And then, the key factors for the enterpris to be success including to create an advantageous environment and conditions for sustainable management development, to predict the improvement of management quality, has become the trend of organizational management, to meet or exceed the expectations and needs of customers, and to enable the organization to achieve sustainable development principles and procedures.

1.3 The necessity of applying quality management in stadium management

The management of sports venues carries out quality management in line with their management attributes. In China's industrial division, sports are classified into the tertiary industry. The tertiary industry is mainly based on the service industry, so the stadiums are mainly used to provide services. The venue management attributes have been positioned, and quality management is suitable for the management of the service industry. The service industry management to which the ISO9000 standard is applicable also includes the service management of stadiums.

The management of sports venues in China has always used traditional and simple process in their management, which lacks of normative and scientific nature. The introduction and application of quality management in China has made managers in various industries realize the importance of establishing a scientific and effective quality management system. This is the same to the management of sports venues. As we know, the old management system is no longer suitable for the requirements of the new era.

The application of quality management in stadium management is also the demand of fitness groups. For example, college sports venues have to face two major fitness groups: social personnel and students. People's living standards have improved year by year, and higher standards and demands have also been put forward for fitness venues; the physical condition of students is highly valued by the state and society, and ordinary college gymnasiums are facing these two fitness groups. On the whole, the fitness groups of the two parties have put forward higher requirements for the fitness environment, equipment integrity, and service facilities of ordinary college gymnasiums.

Through the successful experience of stadium management, it can be seen that the use of total quality management can achieve the above goals. Total quality management brings together the experience of many successful foreign companies. It requires the establishment of a scientific, rational, capable and efficient organization, the formulation of documented management procedures, and the improvement of effective management systems, which contain the essence of quality management. Therefore, the introduction of a comprehensive quality management system for stadium management is of great significance to the guarantee of college stadiums.

2 Current Situation of Effective Quality Management of Chinese Stadiums

2.1 The application status of ISO9000 in sports service industry

The ISO9000 family system is an international quality management assurance standard launched by the International Organization for Standardization (ISO) in order to better promote the organization to establish a complete quality management system and implement adequate quality assurance. The management activities of enterprises mainly include administrative management, financial management and quality management. The ISO9000 family of standards is mainly aimed at quality management, and also covers some administrative management and financial management. It is a series of standards that reflect the management

measures of enterprises to ensure the quality of products and services, such as organizational management structure, personnel and technical capabilities, various rules and regulations and technical documents, and internal supervision mechanisms. The ISO 9000 family of standards regulates quality management in four aspects: organization, procedure, process and summary.

In order to enable the ISO9000-2000 international standard to be effectively applied in the sports service industry, Yang Tieli et al. [6] conducted a series of concepts related to the quality management system, such as the sports service products, the sports service industry, the quality characteristics of the sports service products, and the customers of the sports service organization. Discussed, and based on the ISO9000 family of standards, a preliminary study of the mode of China's sports service industry quality management system, as well as the methods and steps to establish the system. Yang Tieli [7] also believes that the implementation of the ISO9000 quality management system in China's sports service industry, and the use of unified standards for management, is conducive to the correct and effective evaluation of the implementation of the quality management system of different venues; starting from the process of operation and service, the venue operation. In the process, the organization is slack, the enthusiasm of the personnel is not high, and the work efficiency is low, and the situation is improved to improve the overall operation quality, thus reflecting the necessity of implementing the ISO9000 quality management system in the sports service industry.

Scholars have also carried out relevant research in the field of sports venue management in colleges and universities. Xu Zhengxu et al. [8] analyzed the application of ISO9000 quality management system in the property management of college sports venues, and pointed out that the ISO9000 quality management model is helpful to improve the property management of college sports venues, and carried out through the eight basic principles of the ISO9000 standard core content. The analysis points out that following the eight principles is an important basis for the scientific implementation of the property management of sports venues in colleges and universities. This also provides a basis for the application of ISO9000 in stadium property management.

2.2 Research status of Chinese sports standard system theory

Throughout China's sports standardization work, it is still in its infancy, and the core problem is that there is no sports standardization system.

2.2.1 China's standardization process accelerates [9]

In recent years, China's standardization work has been carried out rapidly, and the progress of the work has shown a good trend. The Central Committee of the Communist Party of China and the State Council have made important instructions on standardization work in various fields for many times, and the standardization work has also attracted more and more attention from all walks of life. The 2006 "National Long-Term Science and Technology Development Plan Outline (2006-2020)"[10] put forward more, updated and higher requirements for China's standardization work. For the sports service industry, standardization is conducive to improving service quality, ensuring safety, and increasing economic and social benefits.

2.2.2 Development of Standardization Work in China's Sports Field

With the development of economy and society, standardization work involves all fields of sports. On July 31, 2009, with the strong support of China National Standardization Technical Committee, China General Administration of Sports, Ministry of Education and other ministries and industry organizations, China The Sports Standardization Technical Committee was formally established in Beijing. On March 19, 2010, the "Guiding Opinions of the General Office of the State Council on Accelerating the Development of the Sports Industry" also emphasized the task of sports standardization. In 2021, China will issue and implement the "National Fitness Basic Public Service Standard (2021 Edition)" and "Public Stadium Basic Public Service Specification" and other standards and normative documents. Low-cost opening, commissioned operation of venue opening services, etc. are all standardized and guided.

2.2.3 China Sports Service Certification System

In order to standardize China's sports service certification activities, improve the quality of sports venue services, and promote the healthy and rapid development of the sports industry and sports service industry, the National Accreditation and Accreditation Administration and the State Sports General Administration jointly formulated the "Administrative Measures for Sports Service Certification". It came into force on January 1, 2006. Sports service certification refers to the conformity assessment activities that the certification body certifies that the organization and promotion of sports venues and sports activities meet the requirements of relevant standards and technical specifications. Sports service certification includes service process management documents, codes of conduct, facilities and equipment, health and Initial review (including document review and on-site review) of health, safety and environmental protection, service commitment, etc., as well as supervisory review after certification. The object of sports service certification refers to the organization and promotion of sports services and sports activities, rather than a specific product or management system. China's sports venue service certification is divided into: 1) Sports venue opening conditions certification, such as the opening conditions certification of swimming pools, this certification mainly focuses on the evaluation of service safety, and the specific opening conditions certification includes the following three aspects: National standard GB 19079 "Sports Venues Open Conditions and Technical Requirements" series of standards; "Sports Venues Service Assurance Capability Requirements" (Open Condition Certification); "Sports Venues Service Certification General Technical Requirements". 2) Grade assessment and certification of sports venues, such as the assessment and certification of gymnasiums. This certification focuses on the evaluation and classification of service quality. The specific assessment and certification includes the following three aspects: the national standard GB/T18266 "Grading of Sports Venues" series Standard; "Requirements for Service Guarantee Ability of Sports Venues" (Grade Evaluation Certification); "Customer Satisfaction Evaluation Method". In recent years, China's sports standardization work has been valued by leaders at all levels of the General Administration of Sport. Through the hard work

of standardization workers and the dedication of scientific research staff, China's sports standardization work has made great progress.



Fig. 1: Basic Style of China Sports Service Certification Mark

The standardization work in China's sports field involves various aspects such as venue operation management, service quality, resource management, facility maintenance, health and safety, and injury prevention.

2.3 Research on the evaluation system of service quality of stadiums

The development of large-scale stadiums in China started relatively late, and their academic research mainly emerged after 2008. The research contents mainly include financing, opening, operation management, risk and profitability, and the development and utilization of stadium resources. Zhang Jianwei constructed a large-scale stadium service quality evaluation index system with 23 indicators covering five dimensions of tangibility, responsiveness, empathy, assurance, and reliability, and calculated the corresponding weights, and designed a large-scale sports venue service quality evaluation index system. The grade standard for the evaluation of the service quality of the stadiums, thus constructing a complete evaluation system of the service quality of the large stadiums[11]. Finally, an empirical study is carried out with the large-scale stadiums in Nanjing as the evaluation object.

3 Influencing factors of effective management of stadium quality in China

The influencing factors of the effective management of stadium quality in China should include the relevant factors that directly or indirectly affect the process and results of the effective management of stadium quality and service quality supply. The effective management of stadium quality is ultimately presented as a result of sports service quality, which is affected by many factors. In order to continuously improve sports public services, it is a very important task to accurately define the influencing factors. Defining the influencing factors of the effective management of stadium quality can neither aimlessly nor be comprehensive, but should be defined as systematically as possible based on certain standards.

3.1 Internal environmental factors

(1) Reasonable system. It requires a lot of initial investment, and it is difficult to obtain benefits quickly. In order to overcome people's profit-seeking nature and pursue public value, it is undoubtedly necessary to exert the incentive and leading role of rules and regulations.

(2) It accounts for more than 90% of public sports venues in China. The government and other public sports organizations need the support and guarantee of organizational resources to carry out improvement practices. Therefore, whether there is sufficient policy guidance and support, how effective and scientific the relevant policies are, will affect the sports public services of large stadiums [12]. Material resources are the foundation, that is, the sports facilities and venues needed to carry out public sports; human resources are the core, that is, the staff of public sports organizations, including managers, operators and instructors of public sports activities. The professional quality of the stadium and the improvement of the stadium human resources management system are enhanced to attach importance to the construction of the talent team of the stadium; financial resources are the support, that is, the cost requirements for the improvement of public sports services and public sports facilities; technical resources are the assistance, that is, the data collection in the information age, innovative means of communication channels; organizational culture is the guarantee, that is, the value system of public sports organizations and the pursuit of public interests.

3.2 External factors

High-density sports population, strong sports awareness, high sports consumption capacity, and strong sports culture atmosphere can cultivate a good basic environment for the public sports venues and stimulate large sports venues to continuously improve sports public services.

It has become an indisputable fact in the business sector that the customer is the ultimate judge of product and service quality. In the process of introducing common business practices into the public sector, the differences between the two need to be emphasized, but the focus on the needs of the clients should be the same. Meeting the needs of public sports is the basic requirement of sports public services, and achieving public satisfaction is the goal, or even the ultimate standard, of public sports services.

The evaluation of public sports service quality involves multiple levels of evaluation content, including social benefits, organizational results, and public satisfaction. Paying attention to the evaluation of social benefits will help to create a good external environment, reduce the practical resistance to improving the quality of public sports services, and better reflect the supporting value of public sports services to the "Healthy China" strategy. Emphasizing the organizational results of public sports services can promote managers to attach importance to the self-construction of the organization, establish the concept of quality first, and create basic organizational guarantees and resource support. The public is the direct feeler of the quality of public sports services. Performance evaluation based on statistical data cannot scientifically reflect the quality of public sports services. Only public

sports services that the public are satisfied with are high-quality public sports services. Therefore, scientific and systematic quality assessment is an indispensable key link and an important means for the continuous improvement of public sports service quality.

4.Outlook

The Current Situation and Influencing Factors of Effective Quality Management of Stadiums in China was studied. The following work is needed: to conduct relevant research on the continuous improvement of stadium quality standard system and operational quality, and to give suggestions for improvement, including these follow-up series of theoretical research and practice, such as how to apply the improvement suggestions in actual situations, and how to apply the effect.

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