

## Research on Management of Chinese Stadiums

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**Abstract.** This paper analyzes the status of the business model Chinese stadiums, stadiums summarized China Management existing problems, China put forward suggestions to solve the problem of the management of sports venues, in order to come to the stadium to carry through proper management methods scientific Management conclusions.

### Introduction

With the rapid development of China's economy, improving and increasing leisure time, people's living standards; With the implementation of the "Olympic Glorious Program" and fitness programs, sports industry has been rapid development. Especially after the 1980s, with the rise of mass physical fitness in general, in the pursuit of harmony between man and nature, emphasizing the "people-oriented" concept of fitness, fitness trails rise to become the inevitable trend of the development of the sports market. Especially in recent years, with the development of the market economy to improve and sports, as well as the rapid development of China's industrial and commercial operation of sports, severe shortage of sports management personnel is becoming increasingly evident, the sports management personnel will also have a great demand. At present, China's machinery manufacturing for both know, sports principle, but also to understand the market operation and management of complex talent very few, which is China's sports market gap, but also the lack of sports talent market. Sports industry in China's national economy has gradually become a new economic growth point, in dire need of dedicated professionals and sports-related activities in all areas of production and operation. Stadium management model is the cure stadium management process down to a set of standard forms and methods of operation.

### The Status Quo of Business Model of Chinese Stadiums

**The Status Quo of Chinese Stadiums Construction Mode.** Chinese stadiums are all levels of government investment in building long been based, including many units stadiums (such as schools, enterprises and institutions) are also government investment, a growing number of stadium construction and maintenance of a significant increase to the government financial burden. Present in some of the market economy is relatively developed regions, has been trying to diversify investment and financing large stadiums construction mode, BOT mode, TOT mode, PPP mode stadium construction will more and more.

**The Status Quo of Operating Model of Chinese Stadiums.** At present, Chinese stadium management, the full budget management venues less and less difference between the budget management of the proportion accounted for most venues. In addition, the use of contracting and leasing management model more and more venues, more conducive to mobilizing the enthusiasm of operations, significantly improved operating efficiency, achieved by the administration managed to operate the management of change. In some of the market economy is relatively developed regions, began to try to reform public sports venues, the stadium by the institutions to enterprises, to diversify from the state-owned property rights, in accordance with the modern enterprise management mode of public sports venues.

## **The Existing Problems of Chinese Stadiums Management**

**Stadiums Features a Single, Low Utilization Rate.**Our existing stadiums, especially for large sports venues, mainly from international contractors, creating big game within the requirements of the design construction, large-scale, high standard, large outbuildings area, organizing large events venue resource utilization is very high. However, not many such opportunities. Plus is a closed-end management, and many more sports competitions and sports training-based, low open rate for the public, and charges are high. Part of the most effective utilization of only 30% of the tournament hall area of the area, which accounted for 70% of the area tournament hall seating area is idle most of the social development of large stadiums. If coupled with a high degree of efficiency erected space utilization rate is even lower.

**Management Ideas, Lack of Marketing.**Operators of large stadiums management philosophy is to develop management guidelines and the basis for determining operating direction. Currently the majority of our management philosophy major sports stadiums behind a simple marketing tool obsolescence, lack of innovation. Some large sports stadium managers still do not get rid of the shackles of the executive management ideas and methods of operating in a rut, reluctant to open up a new project, to try new methods, management methods backward, poor management. Some operators do not establish a marketing sense, in the business are not good initiative to develop new markets, marketing tools and strategies lack of new ideas, marketing innovation ability is poor. These have a direct impact on operating results of large stadiums.

## **The Strategies of Chinese Stadiums Management**

For a long time, the government stadiums generally use direct management, but with the growing number of venues, mismanagement, lack of surgical operations, lack of funds, utilization is not high, equipment disrepair and other issues, became increasingly troubled by the government a headache thing. Stadium management tasks it must be scientific management can be achieved through proper operation and management methods.Task management approach does not solve the problem and achieve operational management will become an empty promise. Offers a variety of sports stadiums in the service of products for the sports consumer process, the need to consume some human, material and financial resources, through the operation of sports service products, but also get the appropriate compensation and earnings, but to do fewer people vote multiple outputs, you need to use the scientific method to carry out the operation and management of sports venues.

**The Establishment of Modern Enterprise Management System.**As a public sports venues owned assets, state-owned units, and has a certain social welfare nature of the business units to the market in the process, it should establish a modern enterprise system in accordance with the basic requirements of the market economy and the rule. In accordance with the modern enterprise system reform of public sports venues, the stadium renovation appendages from the past government sports department of modern sports business.In accordance with the modern enterprise management mode stadiums should be: clear property rights, ownership belongs funders venues, stadiums have all the legal property funders, including the state investment formed venue is entitled to civil rights and assume civil liability of legal entities; stadium with all its corporate property, according to their own business; funders invested their venues to enjoy the equity holders of the capital, while limited to the amount of capital invested venues limited liability for the debts of the venues; venues in the country under the macro-control, self-organization operating in accordance with market demand, in order to improve economic efficiency, labor efficiency, and achieve the purpose of increasing the value of assets; venues implementation, accountability and internal management system management science, a combination of incentives and constraints.

**Establish a Diversified Marketing Concepts and Strategies.**Marketing concept is the guiding ideology and philosophy of the enterprise marketing activities followed. Public sports venues to market in the course of doing business, should establish the correct marketing concepts, so as to obtain better operating efficiency.For this public sports venues in business activities, to strengthen analysis and market research operations and external environment, from the sports consumer needs,

to carry out business activities, and constantly develop new sports business projects; must be reasonable in the development of sports goods Price, public stadiums, it should insist on not-for-profit, the implementation of paid services; should actively carry out promotional activities, such as off-site for the four variable attack; should have the courage to take business risks, to be good at capturing market opportunities, to others think of the idea, others do not dare to do; to enhance the awareness of market competition, flexibility and use competition to win a variety of methods and means. Stadiums also places great emphasis on online marketing, major sports venues have their own website, with the help of Internet publishing business information, timely release of venue information, advertising, so you can cost-effectively meet consumer demand. Internet marketing with traditional marketing can not match advantage of being able to explain the various product marketing campaigns, promotions, customer feedback surveys, advertising, public relations and customer service through text, sound, pictures and video and other means of organic together, be one to one communication, to really pursue a comprehensive integrated marketing effect.

**Invigorate Business forms Stadiums.** Currently, business forms stadiums are: membership, the contract system management, co-management, direct management and commission business forms. (1) Membership is now more popular as a form of management. Mainly used in higher-end sports venues, its main features are: sports stadiums to get a stable source by way of private placement members. Charge a membership fee to obtain membership in the form when the operation is generally issued membership cards to customers, customers can pay a fee for the year, the customer may at any time for sports recreation facilities, and exempt from fees (or preferential), the club also provides other services related. (2) The contracting system is operating stadiums contract by contract the operation of certain facilities in the form of leasing, contracting and transfer of operating rights derive income. Contract negotiation process can be used the way, can also be tender. Advantages stadiums contracting system is more relaxed and relatively stable income in the management. (3) Co-operative means stadiums to land, houses or other facilities as an investment, other investors in cash, equipment, and management of investment goods as a sports business co-operative way of doing business. The operating characteristics of this approach is that by way of joint venture cooperation, to address the lack of funding stadiums in the course of business, lack of management experience and other issues. (4) Direct operating means stadiums personally daily management activities venues. The advantage of direct management to develop sports venues directly engaged in the project, so can a variety of facilities, resources stadiums overall co-ordination of planning, it is possible to achieve optimal operational efficiency and maximize social benefits. (5) Is entrusted with the operation does not change the nature of property rights premise stadiums and functions under B commissioned a way to manage and carry out operations. This mode of operation both play a variety of sports stadiums functions, but also solve the problem of insufficient funding for the daily operation of the venue because the usage is not high stadiums caused difficulties.

**Stadium Operations to Body-based, Diversified Investment and Financing.** Stadium operators to undertake major sports events based, and its economic benefits and the diversity of projects has a direct relationship. Project, the more types of relatively complete form fitness and entertainment series, consumers can have more choices, you can form a centralized sports entertainment consumer market, in order to gain the maximum operating efficiency. Utilization of venues and facilities is to determine the success of their business an important indicator, the vast majority of sports venues is by improving the efficiency of profitable venues, the main channel for the organization of sports and other recreational activities, hire, tickets, advertising revenue, etc. the sharing and parking revenue, food and beverage services. Experience has shown that sports stadiums diversified forms of financing trends, the main methods include: naming rights, cash donations, in-kind donations, restaurant franchise, lease agreements, luxury boxes, priority seating arrangements, the permanent seat licenses, merchandise sales, parking fees, Real estate gifts, bequests and trusts matter, exclusive concession paid transfer, various funding mix, life insurance portfolio, advertising rights, sales contracts, asset-backed securities, a variety of funds.

## Conclusion

Offers a variety of sports stadiums in the service of products for the sports consumer process, the need to consume some human, material and financial resources, through the operation of sports service products, but also get the appropriate compensation and earnings, but to do fewer people vote multiple outputs, you need to use the scientific method to carry out the operation and management of sports venues. Stadiums need to do the following aspects: the establishment of modern enterprise management system, establish a diversified marketing concepts, and actively invigorate business forms stadium, take a diversified investment and financing.

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