

Comparative Analysis of the Domestic and Foreign Public Sports Installations and Facilities Management

Wang Qin, Yan Chaobing

The P.E Department of Jiujiang University, Jiujiang 332005, China
Yan8085@126.com

Abstract - In order to understand the domestic and foreign public sports facilities operation and management situation, existing problems, explore the mode and path of the reform of management system, project group on the basis of a large collection of relevant domestic and foreign literature, the expert interview, on-the-spot investigation and other forms, to the domestic and foreign public sports facilities management mode and comparative analysis of survey research.

Index Terms - Sports facilities, Management model, Sports industry.

1. Introduction

Public infrastructure for the social production, consumption and provide for the common production conditions and common circulation conditions, is not only for material production and provides general condition for people's life and public facilities. Public sports facilities as an important part of public infrastructure, is not only the people exercise venue of choice, but also an important symbol of a city's economic and cultural development, but also reflects the creation of advanced city name card. With the social development and people's health awareness, sports facilities in the status of the social resources gradually.

The urbanization and the host major sports events create great stadium, now, every city basically have built more than one large sports center, but the survey found, operation and management of the large sports facilities are not ideal, how to draw lessons from the advanced experience at home and abroad, to change the current of our public sports facilities business model, so that the effective management of operation, truly, is important topic in front of all sports facilities manager.

2. Comparison of the investment and financing mode of sports facilities

At present, domestic and foreign to the public sports facilities construction projects of common financing mode PPP (Public-Private-Partnership) model, ABS (Asset-Backed-Securitization) model, BOT (Build-Operate-Transfer) model, TOT (Transfer-Operate-Transfer) model. These financing although each have advantages, but because of their different application conditions, to adapt to the environment is different, and the commitment of the government role played in them, the risk and cost is not the same. We list the characteristics, financing effect and scope of application are compared. (see Table 1)

TABLE I Comparison of public sports facilities financing way

Comparison other	PPP	ABS	BOT	TOT
Financing difficulty	More easily	Hard	Hard	Easily
Project ownership	Some have	Don't have	possess	May be partial or total loss
The right to operate the project	Some have	possess	Lose (to you)	May be partial or total loss
Financing cost	Ordinary	lowest	highest	ordinary
Financing time	Short	longer	longest	ordinary
risk appraisal	Ordinary	minimum	maximum	ordinary
The macroeconomic effects	Lucrative	lucrative	Pros and cons	Lucrative

Contrast analysis, PPP model is more suitable for the construction of policy and public welfare of public sports facilities in the project. Public sports facilities also have profit, but also not to profit for the purpose, by comparison, construction of public sports facilities in the project more suitable for the use of PPP pattern, this kind of projects have cash inflows, also cannot achieve a balanced budget. Therefore the government needs to give the necessary policy and certain financial compensation for the construction of public sports facilities, at the same time, the government also to this kind of project has stronger regulation ability.

From the investment point of view, public sports facilities in foreign countries are usually divided into for-profit and non-profit facilities facilities two categories. Non-profit sports facilities mainly community stadium, activity center, its small size, facilities management is relatively easy, is mainly convenient community people use, improve the utilization rate, the more inclined to the "management", rather than "operation". The second is a for-profit public sports facilities, the nonprofit sports facilities, the scale is more tend to be larger, more distinctive characteristics. For example, the United States Houston Toyota Center, sports center, mainly for the purpose of profit, its management reflects the "system" of "professional". Because of the different social system at home and abroad, foreign public sports facilities construction model and our public sports facilities on the contrary. In our country, city of the large sports facilities are government funded the construction, and the public and non-profit, characteristics. On the one hand, backward sports facilities, rigid management system cannot meet the needs of the masses to participate in the public physical training needs; on the other hand, with the profit of sports facilities is small in scale, complete facilities, advanced enterprise management, such as brand fitness club, fitness clubs and other community.

3. Public sports facilities management system

Different countries have used for public sports facilities management system is different, at the same time, with the continuous development of society, economy, culture, adopted in different periods have different management system. Our country is in the period of rapid development of the socialist market economy, especially after entering World Trade Organization, China's economic growth rate faster, all aspects of synchronization with the world, it can highlight the management and operation of China's large public sports facilities not only to meet the present stage of China's development needs, but also consistent with the development the world trend of public sports facilities.

At present, at home and abroad for more business and management mode of public sports facilities, in accordance with the classification methods can be summed up eleven kinds of management modes, summarizes their advantages and disadvantages are analyzed. (see Table II)

From the "list of" advantages and disadvantages of public sports facilities management system can be found, each kind of management methods are not perfect, have their own advantages and disadvantages, their respective scope of application, environment is different, and has a certain timeliness. Foreign public sports facilities operation and management started relatively early, and development is relatively mature, according to the different scale use of public sports facilities management system is different, the usual practice is: large sports facilities with management and administration system completely enterprises; small and medium-sized public sports facilities are more is the government agency management system. Of course, the operation and management mode is not under any circumstances can use pure market, the use of this model requires a solid economic foundation and stable as the basis, at the same time with the liberal policy environment, a wide range of market demand conditions. Present throughout our public sports facilities construction and development, the mainland first big city and coastal city has a solid economic foundation, a high per capita income, ordinary people to take part in leisure sports enthusiasm high, condition of policy environment is relatively stable open, create good environment foundation for the reform of public sports facilities in the management system of enterprise. In order to better serve the enterprise operation and management system advantages, avoid excessive lead the market development of public sports facilities and lack of public welfare and social benefits, in the beginning of reform should be established for the laws and regulations of public sports facilities in public security, from the system to avoid their own risk management system.

TABLE II The public sports facilities management system advantages and disadvantages

Classification	Management style	Virtue	Insufficient
The operation mechanism of capital	Full budget management	To provide adequate financial support in the early stage of the construction and development of public sports facilities, to promote the rapid development of infrastructure construction	The national finance burden; lack of motivation; operation and management cost is high
	budget management by remainder	The effective control of the management cost; construction and maintenance funds can be diversified, part of reducing the government's financial burden	Easy to produce facilities diversion "deformation"; easy to produce false financial appropriation
	Money management	Save the management cost, improve the utilization of the funds; give full play to the advantages of capital diversification, to attract domestic and foreign capital	Prone to state-owned asset loss or damage
Authorities attribute	The management of government departments	Policy environment is good, strong implementation capacity	For sports understanding different, easily in the specific matters in trouble
	Sports Management	Familiar with the sports affairs, make up for the deficiency of government management	The lack of flexibility, enthusiasm
	Corporate management	Management system, conditions and requirements are specific, clear for management, professional	The breeding behavior of short-term profit, more difficult to guarantee the public welfare of public sports facilities
	Personal management	Management system, conditions and requirements are specific, clear for management	The public welfare and social benefit is poorer; specification is poor and safety
The properties of operators	Complete business management	Centralized management, strong penetration force	Lack of enthusiasm of the staff; the responsibility, right, Lee unknown venue utilization rate is insufficient
	Double-track management business and enterprise	Effective improve the using rate; the relationship between the responsibility, right, Lee clearly; effectively mobilize the enthusiasm of the staff	Has timeliness, particularity, not suitable for long-term development needs
	Complete enterprise management	Management more professional; responsibility, right, benefit between independent, clear; venues utilization rate is high; can fully mobilize the enthusiasm of the staff	Public sports facilities severely damaged

4. Public sports facilities management content

In foreign countries, operation and management of public sports facilities is a complex system, management usually through three aspects: one is the construction and management of public sports facilities; two is the public sports facilities

daily operation and management; three is the operation and management of sports events. (see Table III)

TABLE III Foreign public sports facilities operation and management system

One class index	Two level index	Three level index
Construction management	Demonstration of necessity	The participation of the masses demand; impact on the local economy
	Feasibility study	The law support; location; quality assurance; capital; reasonable planning and design; how to manage
	Planning and design	Function idea; renovation or new; structural layout, the audience area humanization, layout, the venue media layout designer concept; difference; construction and supervision
	Management of the implementation process of building	The contractor selection, standard contract, design, construction supervision, adjust the rational use of funds
Daily management	Management mechanism	Management structure; the personnel structure and division of labor
	Formulate management measures	Relevant staff; the daily management of the large-scale event management
	Advertisements published in	Advertising; advertising display advertisers choice
	Image design	Media publicity, image design, the ability to deal with emergencies
	routine maintenance	Infrastructure maintenance; equipment maintenance; safety facilities maintenance
Event management	Management mechanism	Management mechanism; the Organizing Committee;
	Event planning	Event planning, division of labor and cooperation, personnel regularly
	The sale of tickets	Ticket, price setting
	The event	Preparation; logistics activities of the organization
	In dealing with emergencies	Stomp, fight, not civilized behavior
	Safety and security	Security posts; group counseling; emergency disposal
	Commodity management	Specification for small commodities business projects, property management

In China, operation and management of public sports facilities also has content system more complex, but our public sports facilities are usually do is "business", the operation and management of daily attention most concentrated in the facilities, so in our public sports facilities management mainly includes two aspects: one is the management; two is the property management. (see TableIV)

It is not difficult to see that in the comparison of public sports facilities in domestic and international business and content management system, operation and management of foreign public sports facilities is more systematic and perfect, content is divided to highlight details, focus on practical, focuses on the planning and management of large public sports facility, the large-scale sports events operation is just a. Be from "planning - Construction - operation" the trinity system into account, completely by the person responsible for the project to decide whether to build, function facilities, operation of the project settings, the late management etc.. But in our country, large and medium-sized public sports facilities for the government funded the construction, one part is used to satisfy various kinds of international, domestic sports demand, the other part to meet the city layout, improve the cultural

atmosphere of the city, which has few considering the operating problems later these large facilities, resulting from the beginning number of functional defects in design, can not be good to meet the development of the future of public sports facilities in operation.

TABLEIV Of our public sports facilities management and content management system

One class index	Two level index	Three level index
operating management	Management mechanism	Personnel management positions; the division of responsibilities
	operation control	Engaged in project selection; member management; large-scale event activities organization; the daily cleaning and security; financial management
	venture management	Risk management procedures; group counseling; emergency treatment
estate property management	Infrastructure management	Water supply and drainage system; power supply system; heating system; air conditioning system; fire alarm system; sound system, lift system, Kangle leisure equipment; site equipment maintenance
	Facilities management	The locker room, toilet; bath; massage; bar; catering; store

5. Conclusions and suggestions

A. Conclusion

- 1) PPP mode is more suitable for the construction of public sports facilities projects in China;
- 2) The domestic and foreign public sports facilities management model has its own advantages and disadvantages in the process of management, the main consideration is to establish and perfect the management system;
- 3) Abroad on public sports facilities management details considerate, more consideration to the facilities after the completion of the operation, and domestic in the management content construction and foreign gap.

B. Suggest

- 1) The operation mode of the system of thought, must be established in accordance with the national development requirements, suitable for the local actual development situation, with vision, macro, substantive theory system.
- 2) Expansion of construction financing way, the introduction of PPP model, to attract private capital.
- 3) Clear management system, enhance the function of sports facilities.
- 4) Cultivation of public sports facilities management professional, strengthen the theory research.

References

- [1] Tan Jianxiang. Theoretical and practical investigation on system reformation of large and medium-sized public stadium. 2010 China International Sporting Goods Fair and the sports industry and sports goods industry,2010,5
- [2] Bi Hongxing. Research on the advanced experience of foreign developed countries public sports facilities layout. Inner Mongolia Sport Science and technology,2012(1)
- [3] Zheng Haohua. Development and construction of sports facilities in foreign community. Journal of Architecture,2008(1)