



Guideline of Service Managerial Strategies Development Based on Marketing Mixes Concepts for Promoting Exercise Activities in Sport Park

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Abstract

Background and Aim: In 2014, the Chinese government issued Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption Six tasks including enriching market supply, building several small and medium-sized sports facilities for the convenience and benefit of the people, developing fitness and leisure programs and enriching sports events; We should also create a fitness atmosphere, advocate a healthy life, and actively promote the opening of public sports facilities. This research objective was to create a guided servicing managerial strategies development based on marketing mixes concepts to develop service operation in public sports parks.

Materials and Methods: This research was conducted by the integrative approach of Serve Quality and Marketing Mixes. Data was collected by interviewing experts and a questionnaire which constructed by the researcher to collect data from samples who participated in the sport park activities total of 20 experts' interviews and 384 people for the questionnaire. Develop questionnaires to survey the problems, obstacles, needs, and suggestions on physical fitness, sports, and exercise activities in the park of the people and officers in those parks by applying POLC 4 m's, SERVQUAL, and marketing mixes concept questionnaires. Use a software package to analyze the data.

Result: The Sport Center Park is funded by the Zhanjiang government and it is managed by the Zhanjiang Sports Bureau. It is necessary to define the vision, and goal to notify the expected status of the park in the future and motivate the staff to meet them. Should assignment and organization of the resources and distribution of functions into groups to establish working relationships and coordination to accomplish tasks with efficiency and effectiveness. Select the right persons, train those needy persons, promote of best persons, retirement of old persons, performance appraisal of all the personnel, and adequate remuneration of personnel. The direction deals with making the workers learn techniques to perform the jobs assigned to them. Direction includes guidance, supervision, and motivation of employees. And Co-ordinating helps an organization accomplish objectives. The difficulty of coordination depends upon the size of the organization. The difficulty of co-ordination is increased with the increasing of the size of the organization. Motivation includes increasing the speed of performance of a work and developing a willingness on the part of workers. This is done by a resourceful leader. The workers expect favorable climate conditions to work and fair treatment. The park should pay attention to having more standardized management and consider the marketing mix components to create the management and service.

Conclusion: Customers' observed response is commonly lower than their expected response, especially on the aspects of promotion, people, and physical evidence, which means the sport park management can be improved on these aspects. The limitations of this research are the small sample size of the investigation, which may constrain the evaluation results; what is measured in this paper is only the current service quality of the sports park, not a long-term result of service quality, so it lacks a certain dynamic. Based on this study, the author put forward management strategies for the Zhanjiang Sports Center Park.

Keywords: Service Managerial Strategies; Marketing Mixes; Serve Quality; Zhanjiang Sports Center Park

Introduction

In 2014, the Chinese government issued Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption 6 tasks included enriching market supply, building several small and medium-sized sports facilities for the convenience and benefit of the people, developing fitness and leisure programs and enriching sports events; We should also create a fitness atmosphere, advocate a healthy life, and actively promote the opening of public sports facilities. Subsequently, the Zhanjiang government 2016 issued Regulations on National Fitness, clearly further build a higher level of the national fitness public service system, puts forward the local people's governments at or above the county level shall incorporate the national fitness cause at the corresponding level for national economic and social development planning, construction of public sports facilities in a planned way, the increase of urban community such as the construction of public





sports facilities, We will promote the balanced and coordinated development of national fitness programs. The state and local governments have promoted the sports industry as an important force in economic transformation and upgrading, promoted the all-round development of mass sports and competitive sports, accelerated the building of a strong country in sports, and constantly met the people's growing demand for sports. Against this background, from 2011 to 2013, Zhanjiang City carried out 74 sports and fitness projects for rural farmers, exceeding the tasks assigned by the Guangdong Provincial Sports Bureau (Business China, 2013). With the rapid development of the economy and society, the pursuit of life quality of citizens is more urgent, and the awareness of physical fitness is getting stronger and stronger. The contradiction between the strong demand for exercise and the shortage of land for sports is prominent among many local residents.

According to the classification of "park, sports park is a part of a public park in a town which is a man-made area and open space for human use (The Conservation and Enhancement of the Natural Beauty, Wildlife and Cultural Heritage Association of National Park Authorities, 2003). Sports park is one part of a public park, it can be put on the city corner, flower arrangement, street green space, and other unused land to build, realize the maximum utilization of resources; The sports park is also a public welfare public space, which is short from the residents' residence and serves the citizens, allowing the citizens to enjoy high-quality slow life and enhance their sense of happiness (Sugiyama, T., et al., 2008). Functions of sports park: 1) Sports parks can improve residents' healthy lifestyle, provide more urban green space for residents, and enable more citizens to have platforms for fitness and entertainment, thus promoting the continuous improvement of urban life quality; 2) Sports parks to promote the formation of green sports space, can be based on the local natural ecological environment and the combination of plant community planning, structural characteristics, by a not only play to the ecological, social and economic benefits but has different characteristics of plant community; 3) Sports park has the natural attribute of ecological construction, the social attribute of cultural construction and the economic attribute of social public welfare and other functional benefits. It has the functions of leisure and entertainment, health protection, beautification of urban environment, protection of ecological balance, and improvement of citizens' quality; 4) Sports parks boost the development of the sports industry, through the construction of sports parks, active healthy sports projects, to provide strong support for the development of national sports cause, the development of national fitness, to gradually improve the enthusiasm of the public; 5) To promote the comprehensive functional development of modern cities, sports parks can not only provide a leisure and fitness environment for citizens, but also play a very important role in displaying the city image, shaping the city spirit, improving the city grade, and promoting the comprehensive development of urban functions (Schwartz, 2002).

Sports park management, can also be understood as, achieving the goal of the leisure sports service and improving the benefits of leisure sports service, leisure sports organizations and their managers for various to develop leisure sports-related elements and resources, such as people, money, material, time, information such as planning, organizing, control, leadership and a series of integrated activities (Chan C. et al., 2014). Sports park management 1) To provide convenient and safe site facilities and activity guidance for sports activities of different groups in the sports park. 2) To provide various types and forms of sports activities for the public. Physical activity is to meet their own physical fitness, leisure and entertainment, and social communication needs rather than professional sports competition, Sports activities include fitness square dance, aerobics, taijiquan, walking, table tennis, martial arts, fitness equipment, badminton, tennis, tennis and other physical activities to improve physical fitness. Park sports, as an important part of people's spiritual life, is the closest to people's lives. It plays a particularly key role in enhancing people's physical quality and enriching their spare time. 3) Make corresponding publicity activities to improve citizens' awareness and initiative of exercise. For example: put up promotional posters, regularly hold self-funded sports activities, and other preferential activities. 4) Provide certain competitive events for participants in sports activities to improve their enthusiasm. A small number of high-level competitions are very attractive to the sports-loving public. It can not only improve athletic ability but also get to know friends with the same interests and hobbies and expand the social scope.

The supply and demand of public sports resources in Zhanjiang is unbalanced. Yuan Feng (2017) found that the main reasons for the lack of supply of Zhanjiang public sports resources are as follows: 1) Insufficient market operation. To save the investment of capital and manpower, the local government has carried out a unified configuration of many public sports facilities without sufficient market research and analysis, which often leads to a contradiction between supply and demand. 2)



Unreasonable structure. In the "vertical" decision-making mechanism, the decision-making subject relies on the authority of the government and the "top-down" transmission of the bureaucratic system. Scholar Yuan Feng's findings were analyzed from the objective factors, but he did not analyze the needs of citizens participating in sports from the subjective aspect, nor did he analyze the management and service of Zhanjiang's public sports resources from the perspective of participants. Based on the service quality by applying the concept of the marketing mix, to improve the management level of park managers, to improve the citizens' sports environment, to provide rich and interesting sports activities, and enhance the citizens' sense of sports experience, to effectively promote park sports activities.

The research on the planning and design of sports parks mainly focuses on the landscape design, the architectural structure design of sports venues, and the design of landscape architecture. (Wu & Guo, 2013) believed that urban sports parks should combine nature and sports and innovate the urban sports park model based on natural landscape. At present, scholars mainly discuss the planning and design of sports parks from the aspects of landscape design, architectural structure, venue design, and so on, which will provide a theoretical basis for the future construction and planning of sports parks.

Khorram et al. (2021) under the perspective of national fitness, expatiates on the design of sports parks, comprehensive consideration of different parts of the natural ecological environment, space, and the differences of people's requirements in terms of fitness activities, choose corresponding design scheme, and through the sports park to show a good image of the active and healthy city. Kaczynski et al. (2009) believe that sports parks serve different objects, and their fitness function design should be differentiated and adjusted, and targeted planning and design should be carried out according to venue equipment, space, and audience, to meet the public fitness needs. Kaczynski & Henderson (2007) elaborated that parks with different environments influence people to engage in physical activity, give play to the natural environmental advantages of sports parks, and integrate sports leisure and ecological environment, to improve the comfort level of sports and fitness.

The using of SERVQUAL and marketing mixes will be beneficial to collecting the problems and needs of the customers and stakeholders on surveying the service quality and needs related to the service expectations of the respondents. Those data will be taken into consideration and the strategy of servicing to improve the park management to serve to needs of participants. So, the researcher decided to propose this research to be a partial of my master's degree study. This research result will be very useful in improving the management of public sports parks to gain more convenience, interest, and response to the customers.

Objectives

The objective of the study was to develop a guideline for a marketing services mix strategy for the youth badminton competition system in public sports parks.

Literature Review

1. Definition of sport park

A sports park is a public area that provides sports facilities, including a comprehensive sports ground, fitness hall, and equipment facilities for citizens' fitness. Parks should be delimited into relatively concentrated fitness activities areas, the layout of football, basketball, volleyball, tennis, and other ball venues, and combined with the preferences of the public, equipped with different sports facilities for matching, can consider adding new sports facilities such as roller skating. Sports park management, can also be understood as, achieving the goal of the leisure sports service and improving the benefits of leisure sports service, leisure sports organizations, and their management for various tasks to develop leisure sports-related elements and resources, such as people, money, material, time, information such as planning, organizing, control, leadership and a series of integrated activities (Fletcher & Fletcher, 2003)

Zhanjiang Sports Center is located in Chikan District, Zhanjiang City. It was built in September 1990 with an investment of 55 million yuan by the municipal government. Now covers an area of 168,000 square meters, a construction area of 48,292 square meters, the stadium has 20,000 seats, the stadium seats 3537, a comprehensive stadium and training hall, stadium, bowling alley, tennis court, and other main buildings, with restaurants, tourism, meeting rooms, and other supporting facilities. It can undertake domestic and international football, track and field, volleyball, basketball, badminton,



table tennis, and sports events. It is a comprehensive activity place integrating competitive sports, mass sports, and leisure entertainment.

2. SERVQUAL

Service Quality is the full name of SERVQUAL, which was proposed by Parasuraman, Zeithmal, and Berry (1988). The SERVQUAL model is based on expectations and actual perceptions, the expected service quality is what consumers expect before they experience the service, but actually what they experience in the process of enjoying the service. The determinants of perceived service quality are access, communication, competence, courtesy, credibility, reliability, responsiveness, security, tangible, and understanding/knowing the customer (Parasuraman, A., Zeithaml, V., & Berry, L., 1991).

Its main dimensions include tangibility, reliability, empathy, security, and responsiveness, and 22 indicators are set below the five dimensions. The questionnaire survey of SERVQUAL service quality evaluation method needs to test the service expectation of the respondents and the actual feeling after receiving the service, and judge by the difference between the two.

1) Tangible dimension: refers to the performance of community sports hardware resources and community sports facilities.

2) Reliability dimension: Community sports management institutions satisfy and rely on community residents' needs for community sports services through institutionalized and standardized means and methods, including reasonable management system Degree, fixed activity organization cycle, good service attitude, convenient participation process, and unobstructed information communication channel.

3) Responsiveness dimension: refers to the comprehensive efficiency of community sports services, including feedback on community residents' opinions. The efficiency of organization operation, the service efficiency of personnel, and whether the community sports resources can be used effectively.

4) Assurance dimension: refers to how community sports services provide security guarantee, rights and interests guarantee, and service content guarantee for participants.

5) Empathy dimension: It refers to whether the community sports service can fully reflect the humanization and diversification of important projects.

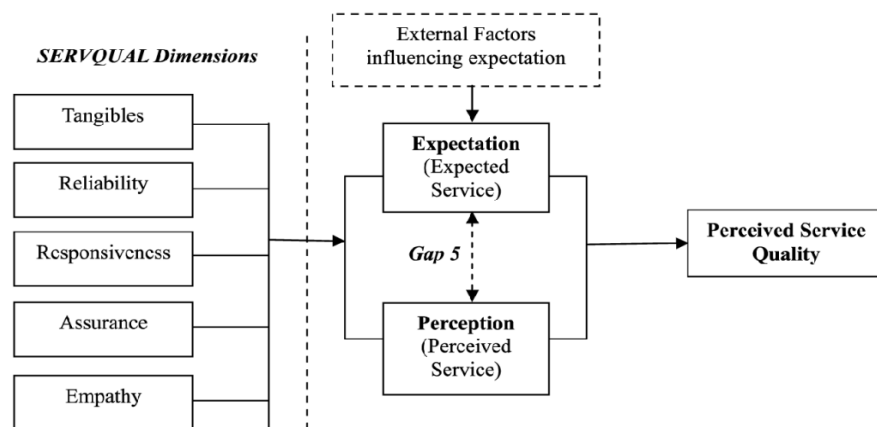


Figure1: Measuring service quality using the SERVQUAL model (Kumar et al, 2009)

The core gap of SERVQUAL is a customer's expectations of service offerings and the customer's perceptions of the service received. According to Gap 5 of the SERVQUAL model, researchers can collect data on customers' expectations and perceptions, which help the researchers to know what they are satisfied with and be discontent with the service from the Sports Park. Based on this analysis, the searchers can provide solutions to the problems and improve the service quality of Sports Park.

3. Marketing mixes

Nicolaides, A. (2014) proposed the elements of the Marketing Mix of Manufacturers, that is, Product Planning, Pricing, Branding, Channels of Distribution, Personal Selling, Advertising, Promotions, Packaging, Display, Servicing, Physical Handling, Fact Finding and Analysis. How to use the Marketing Mix better depends on the skillful marketers. He also mentioned some market forces bearing on the Marketing Mix consumers' buying behavior, trade behavior, competitors' position and



behavior, and governmental behavior. When building a marketing program to fit the needs of a firm, the marketing manager has to weigh the behavioral forces and then juggle marketing elements in his mix with a keen eye on the resources with which he has to work. Somphong, Kutintara, & Rattamanee (2019) mentioned that the marketing mix (7 P's of marketing):

1) Product: The product and selection of a service for the Sport Center is created by the products or services based on the needs of consumers. The Sports Center has studied consumers' demands for a fitness center and other services used in the surrounding area. That includes the facility sizes and offerings of a wide variety of exercises.

2) Price: Prices of the service providers probably do not always go according to their own needs, but are based on the price that consumers can afford and are willing to pay. That is the basis of the price charged by the Sports Center through the survey about the purchasing power of consumers in the area that can afford to pay. Price is established by appropriate quality service that consumers are willing to pay for the service.

3) Place: Consumers may be not interested in places that are far away or close to any of the other desired services, but the emphasis is on comfort. This means that even if it takes time to travel, if the trip is comfortable, people will travel by either mass transit or highway including bus links to the company providing the fitness service. Consumers may thus ignore how far a center is and be willing to travel because it is convenient and comfortable. Consumer focus is generally on safety aspects and how the company operates and is informed to an extent by reputation and required certification.

4) Promotion: Communication and promotional activity must be done by effectively communicating with consumers and communication by word of mouth to friends, relatives or acquaintances is vital. This is considered to be the best marketing tool and need not cost anything, but the heart of the service is key and must be taken very seriously.

5) People: The Sports Center emphasizes the need for personnel to work well as a primary concept of using the right people for the right job. The management personnel are thus critical in this regard as they are the people who encourage the service quality and make sure all is run efficiently and that services offer a strategic advantage over the competitors. Employees must have the skills and knowledge to provide the service for consumers with a professional demeanor. Personnel who work in sports centers are the front-face image of the organization and consumer expectations in the market must be met by them. The key members in the transaction process are (1) The consumer who is paying for goods or services (2) Those responsible for decisions are a catalyst for purchasing decisions to the consumer (3) Production approaches in the organization that produces the service (4) Employees who serve the clients (5) Engaging in a business partnership, with all stakeholders of the organization.

6) Process: Process is an activity related to the procedures and practices in service. It is important to offer things to consumers by delivering services quickly, and accurately and giving consumers a good impression. Creating value or added value for the product by using and developing relationships between the customer and the vendor, makes the experience worthwhile and creates a good long-standing relationship.

7) Physical evidence: Establish activities and present the physical characteristics of the Sports Center through to consumer's service by building quality of both the physical and the form of services offered to create value for consumers by using aspects such as the clean appearance of workers, quality of administration and speedy service provision. The physical environment is an important aspect of an effective marketing strategy for the sport or fitness center which focuses on service first. The consumer or customer desires that their needs and wants are met. One must also consider the price charged at a rate that customers can afford and are willing to pay. The process of communication between the customer and service providers must be good to improve the service and support the promotion of the venue. More importantly, is how the customers feel and if the desired service and value for the money paid is attained.

4. POLC Theory

Ramasamy (2009) pointed out that Management, which has functions for planning, organizing, staffing, directing, coordinating, motivating or actuating, and controlling, is the art of getting things done by a group of people with the effective utilization of available resources.

1) Planning is the continuous process of making present organization decisions systematically and with the best possible knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions, and measuring the results of these decisions against the expectations through organized and systematic feedback.



2) Organizing is the assignment and organization of the resources and distribution of functions into groups to establish working relationships and coordination to accomplish tasks with efficiency and effectiveness.

3) Staffing is choosing the right person for the right job, which includes the selection of the right persons, training to those needy persons, promotion of the best persons, retirement of old persons, performance appraisal of all the personnel, and adequate remuneration of personnel.

4) Directing is the actual performance of a work. The direction deals with making the workers learn techniques to perform the jobs assigned to them. Direction includes guidance, supervision, and motivation of employees.

5) Co-ordinating helps an organization accomplish objectives. The difficulty of coordination depends upon the size of the organization. The difficulty of co-ordination is increased with the increasing of the size of the organization.

6) Motivating or acting helps to achieve the goal of an organization. Motivation includes increasing the speed of performance of a work and developing a willingness on the part of workers. This is done by a resourceful leader. The workers expect favorable climate conditions to work, fair treatment, monetary or non-monetary incentives, effective communication, and a gentlemanly approach.

7) Controlling is the measurement and correction of performance to make sure that enterprise objectives and the plans devised to attain them are accomplished.

Conceptual Framework

The research title “Guideline of Service Managerial Strategies Development Based on Marketing Mixes Concepts for Promoting Exercise Activities in Sport Park” was designed as follows:

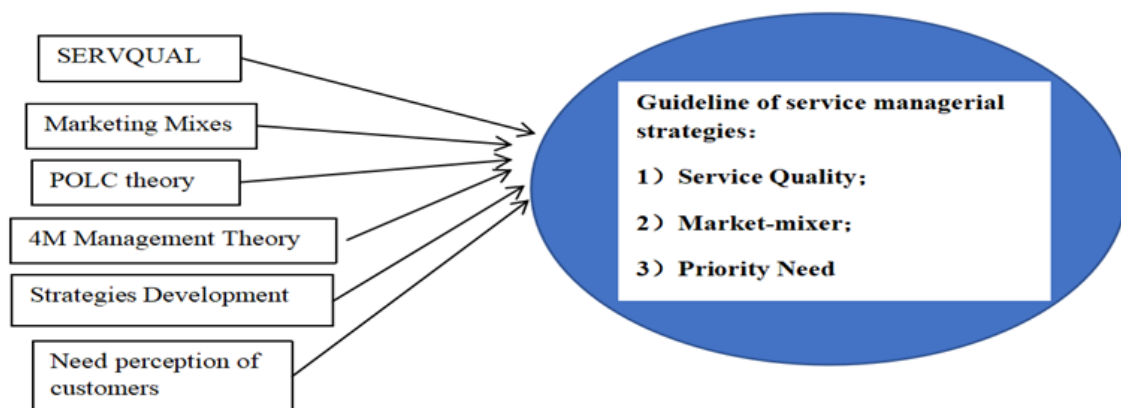


Figure2: The conceptual framework

Methodology

This research is a survey research which collects the perceived observations and opinions of the sample and creates the guideline strategy with the concept of SERVQUAL and Marketing mixes to promote exercise activities in the sports park.

Populations and Sample

This research's Interviewees include park managers and old staff, key staff of leisure organizations and ordinary leisure people, university teachers, and administrative staff of government and sports bureau. This paper takes the citizens who participate in physical exercise as the survey object, adopts the key sampling method, and carries on the sample sampling in the sports park fitness path, square, sports park, and other sports activities gathering place.



Table 1 The information of the sample for the research

Experts	Park staffs	Sports park exercise people
10 persons	10 persons	384 persons (Krejcie and Morgan (1970))

Research instrument

1. Interview form to collect the primary data from the experts and park staff
2. A questionnaire was constructed by the researcher to collect data from samples who participated in the sport park activities. These questionnaires will apply the concept of SERVQUAL and Marketing mixes into sport park service operations.

The research method is outlined as follows:

This research was divided into several steps as follows:

Step 1 Review literature and research

- 1) Review texts and research, on sports parks and fitness, including some content related to sports park service and management.
- 2) Some relevant government information, such as various documents and laws of the park.

Step 2 Gathering ideas and consulting data to formulate a conceptual frame

- 1) Selected and concluded the concepts of service management, marketing mixes, and strategy development.
- 2) Consult the experts to verify the concept.

Step 3 Formulating conceptual frameworks

- 1) Clear every step for doing research
- 2) Draw a scientific conceptual framework figure.

Step 4 Constructing research instrument

- 1) Review related questionnaires to make effective questionnaires
- 2) Develop questionnaires to survey the problems, obstacles, needs, and suggestions on physical fitness, sport, and exercise activities in the park of the people and officers in those parks by applying POLC 4 m's, SERVQUAL, and marketing mixes concept questionnaires.
- 3) Modify the questionnaires; to make sure the questionnaires are valid by IOC (0.80-1.00)

Step 5 Collecting data

- 1) Questionnaires were distributed to the samples by research and assistant researchers.

Step 6 Analyzing and interpreting data

- 1) Use SPSS software to analyze the data: Descriptive statistics and modified priority needs index.
- 2) The researcher interprets the data.

Step 7 Formulate a draft guideline of service managerial strategies to develop servicing management in the sports park according to the survey results.

- 1) Servicing managerial strategies to solve the problem and respond to service quality.
- 2) Servicing managerial strategies to solve the problem and respond to the 7 P's (product price/ place/ promotion/ people or staff /public relations/physical environment).

Step 8 Verify the guideline by focus group discussion of the stakeholders (officers who respond to manage the park/staff of the park/ resident's committee /people in the community/people who use the park.) to find out:

- 1) Servicing managerial strategies are appropriate to operate in the parks and useful.
- 2) Servicing managerial strategies are satisfied.

Step 9 Concluding and writing the final report

- 1) Conclude all the results.
- 2) Writing the final report.



Results

The researcher drafted a structured interviewing form to interview experts, who often go to the Sports Center Park for exercise and use the park in depth. The number of experts was 15 persons, 66.67% were male and 33.33% were female; 13.33% were 26-30 years old, 20% were 31-40 years old, 46.67% were 41-50 years old, and 20% were 51 years old and above; 13.33% were staffs in the park, 73.33% were teachers in colleges, and 13.33% were sales managers in other fields.

Generally speaking, the sports equipment in the sports center park basically meets the needs of customers for sports, and the geographical location and environmental sanitation are recognized by customers. However, the service is still insufficient. For example, many experts believe that the sports and fitness guidance provided by the sports center for citizens cannot meet the needs of customers. Regarding the most important means to ensure the operation of the sports center, although each expert has a different opinion.

Regarding the operation mode, assessment system, incentive system, and management system of the sports center park, some experts affirmed it, and some experts gave it a negative opinion. About the emergency system and regulatory system, most experts still agree. Regarding the suggestions for the management of sports centers, many experts mentioned improving service quality and enriching sports programs. Some experts suggested that citizens should be provided with more personalized services. Some experts mentioned that more national competitions should be held or proposed to undertake more provincial sports events.

Table 2 The PNI of dual response on the quality of the Sports Park

Item	Issue	Observed response	Expected Response	PNI. (mod)
A Product				
1	The sports fields, venues, and sports facilities in the sports park can meet my needs.	2.82	4.09	0.450
2	The open time of all venues and facilities in the sports park (free of charge) can meet my needs.	3.00	3.97	0.323
3	The open time of all venues and facilities in the sports park (charge) can meet my needs.	2.94	4.26	0.449
4	The sports events held for citizens every year can meet my needs.	3.10	3.93	0.268*
5	The healthcare facilities at the Sports park cater to my needs.	2.74	3.79	0.383
6	The free venues and facilities can meet my needs.	2.88	3.97	0.378
7	The sports park organized some activities to motivate customers on special occasions such as national days, weekends, and New Year.	2.77	4.05	0.462
8	The sports park organized various sports competitions.	3.10	4.08	0.316
B Price				
9	The price of renting venues and facilities is reasonable.	2.92	3.92	0.342
C Place				
10	The physical environment of the sports park is clean.	3.25	4.05	0.246*
11	The physical environment of the sports park is comfortable.	2.96	4.05	0.368
12	The public transportation around the sports park is convenient.	3.11	4.12	0.324
13	Convenient parking in the sports park.	3.25	4.13	0.271*
D Promotion				



Item	Issue	Observed response	Expected Response	PNL (mod)
14	The sports park has outstanding features in the setting of sports events.	2.98	4.19	0.406
15	The sports park provides discounts for customers who renting venues or facilities for a long time.	2.84	4.27	0.504**
16	The sports park set the WeChat to communicate with participants.	3.06	3.94	0.288*
17	The sports park provides customized activities for customers in nearby communities.	2.97	4.09	0.377
18	The sports park has formed its brand.	2.92	3.97	0.360
19	The sports parks provide rewards to customers who join the activities.	2.96	4.02	0.358
20	The sports park provide sports training discounts that meet my need.	2.76	4.33	0.569**
E People(staff)				
21	Sports and fitness instruction for citizens can meet my needs.	2.77	3.93	0.419
22	The employees are good at answering customer inquiries and complaints well.	2.7	4.05	0.5**
23	The sports park provides a medical team to run a health check for participants.	2.77	4.17	0.505**
F Process				
24	Other supporting services (For example, sports goods sales, equipment rental, food and beverage sales, and other services) can meet my needs.	3.06	3.71	0.212*
25	The sports park has a perfect and scientific supervision system.	3.01	4.01	0.332
26	Sports parks are under standardized management.	3.06	4.24	0.386
27	The sports park can complete the site reservation and other procedures online.	2.90	4.26	0.469
28	The sports park provides security services and rights protection services for participants.	3.10	3.9	0.258*
29	The sports parks provide WIFI in the park area.	2.71	3.98	0.469
G Physical evidence				
30	The park's surroundings have some big shopping malls and restaurants.	2.86	3.97	0.519**
31	The personnel structure chart can be seen in the sports park.	2.64	4.01	0.585**
32	Management regulations can be seen in the sports park.	3.01	3.96	0.316
33	There are temporary medical rooms for big competitions.	3.06	3.91	0.278*
34	There are regular medical rooms for daily exercises.	3.17	3.88	0.223*
35	There are some tips for instructing escape in the sports park.	2.98	4.14	0.389
36	The sports park set up the information desk to meet the needs of personalized and human services.	2.80	4.31	0.539**

*The lowest gaps group, ** the highest gaps group.



According to Table 1, the result of the dual responses perception of the customers was found that: 1) According to the observed perception, “The physical environment of the sports park is clean.” and “Convenient parking in the sports park.” was at the highest level of perceived observe (3.25). “Personnel structure chart can be seen in the sports park.” was at the lowest level of perceived observation (2.64). 2) According to the expectation items, “The sports park provides sports training discounts that meet my need (4.33).” was at the highest level. “Other supporting services (For example, sports goods sales, equipment rental, food and beverage sales, and other services) can meet my needs. (3.71)” was at the lowest level of expectation.

Management functions strategies

1. Planning is the continuous process of making present organization decisions systematically and with the best possible knowledge of their area. The Sports Center Park is funded by the Zhanjiang government and it is managed by the Zhanjiang Sports Bureau. It is necessary to define the vision, and goal to notify the expected status of the park in the future and motivate the staff to meet them.

2. Organizing is the assignment and organization of the resources and distribution of functions into groups to establish working relationships and coordination to accomplish tasks with efficiency and effectiveness. Designing the structures of the park to distribute the jobs and responsibilities, which includes facility and equipment, service and promotion, training, and coaching.

3. Staffing is choosing the right person for the right job, which includes the selection of the right persons, training to those needy persons, promotion of best persons, retirement of old persons, performance appraisal of all the personnel, and adequate remuneration of personnel.

4. Directing is the actual performance of a work. The direction deals with making the workers learn techniques to perform the jobs assigned to them. Direction includes guidance, supervision, and motivation of employees.

5. Co-ordinating helps an organization accomplish objectives. The difficulty of coordination depends upon the size of the organization. The difficulty of co-ordination is increased with the increasing of the size of the organization.

6. Motivating or acting helps to achieve the goal of an organization. Motivation includes increasing the speed of performance of a work and developing a willingness on the part of workers. This is done by a resourceful leader. The workers expect favorable climate conditions to work, fair treatment, monetary or non-monetary incentives, effective communication, and a gentlemanly approach.

7. Controlling is the measurement and correction of performance to make sure that enterprise objectives and the plans devised to attain them are accomplished. The park should pay attention to having a more standardized management, for example showing a personnel structure chart, management regulations, and tips for instructing escape. A perfect and scientific supervision system should be employed to improve management.

8. The Sports Center Park should consider the marketing mix components to create the management and service.

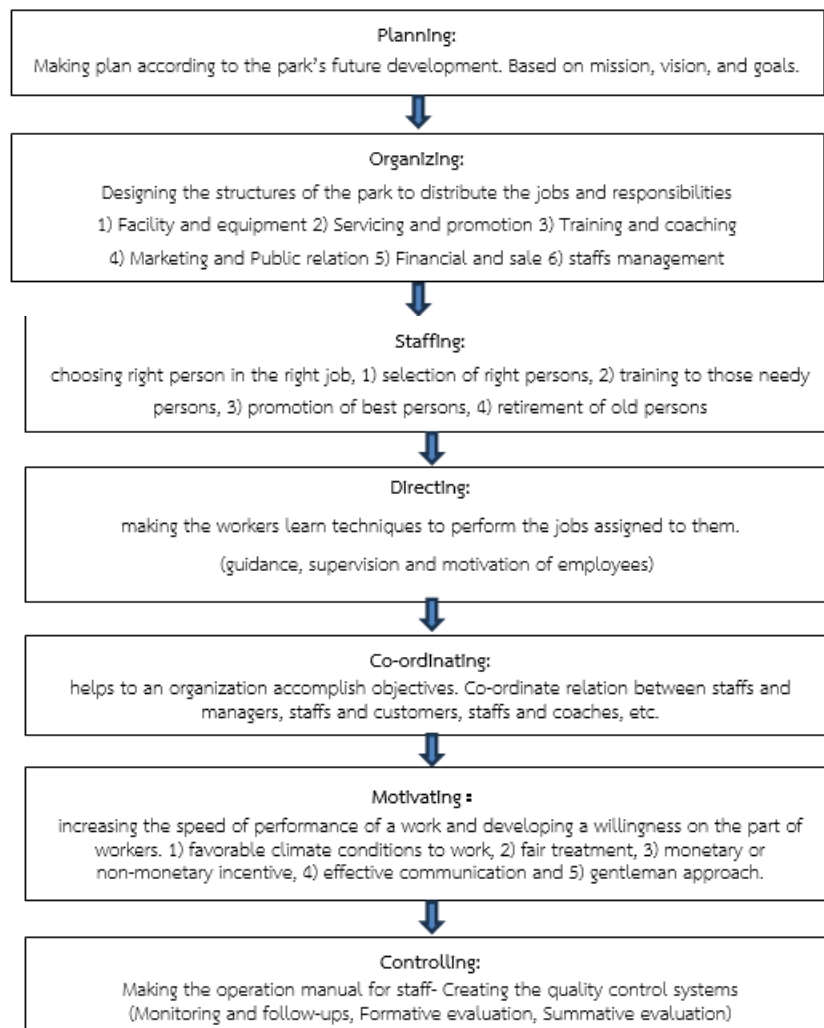


Figure: Diagram of management model to operate Zhanjiang Sports Center Park

Discussion

This study analyzes the dual response to the quality of the Sports Centre Park. The guideline of the Sports Center Park is developed based on the analysis of customers' dual response to the park. The findings in this research confirmed the importance of the management system, application of service quality, and marketing mixes for the success of organizations. (Parasuraman, A., Zeithaml, V., & Berry, L., 1985; Borden, N.H., 1964).

The dual response questionnaire data concerned the observed status and expectations of the customers showed that the gap was wide, which means the customers were not satisfied with the service that is offered at present and the park needs more quality and variety of products. The method of service quality survey was used widely to get data to improve the service. The method was also applied in the study of grocery stores and it is useful to improve the grocery stores' service. (Panteloukas, G., Mbu Etonga Asopo, A., & Buwag, R., 2012)

The results show that seven items have high gas in the dual response on the quality of the Sports Centre Park, which is distributed in the group of promotion, people, and physical evidence. It indicates that customers expect high on these three dimensions. This finding is aligned with the study of Somphong, Kutintara, & Rattamanee (2019). Under the framework of Marketing mixes theory, the author will discuss the findings based on investigation.

A. Product: According to the investigation of Zhanjiang Sports Center Park, it provides some free and charged products for citizens, as seen in the following table 6. A product is defined as a physical good to be scaled or an invisible customer service (Singh, 2012). Table 6, shows the sports park provides



limited products for customers, which is lined with the findings of the observed response of customers in Table 3. The data indicates that customers have a not high-quality experience of using venues, sports facilities (such as health care facilities), and participating in some activities. Zhou L. (2019) also believed that facilities are a vital component, that can inspire participants and create opportunities for customers to participate in sports.

B. Price: Price is one of the most important elements of marketing, which increases not only profits but also market share (Išoraite, 2016). Table 7 shows the price for renting venues in Zhanjiang Sports Center Park. The gap of item 9 is 0.342, which is between the observed response (2.92) and the expected response (3.92). The data finds that the price is indeed reasonable for customers. However, the customers give a low score for the observed response of item 9 is that the service of the price cannot satisfy customers. "The price may also be defined as a monetary expression of value for the consumer agrees to pay". The findings are aligned with many experts. In a word, price is a key factor affecting customers' consumption, however, whether the price is rational or not also depends on the product's value.

C. Place: The park is located on one of the main roads of Zhanjiang urban city (seen in picture 1). It is convenient for customers to do exercises in the park. People have multiple choices of transportation, such as buses, cars, bikes, shared electric bikes, and so on. Thus, the park is very popular in Zhanjiang urban city. Išoraite (2016) mentioned that place is also called distribution, which helps customers to purchase products from those manufacturers easily at the time of their needs. For the price part, customers have a good impression of the park's location, transportation, and parking. Only the comfort (2.96) of the park is scored lower than 3. This park is clean, but not very comfortable for customers. This situation needs more improvement, for example, providing more benches for relaxation, or providing free water to drink.

D. Promotion: In this part, the customers' observed response is not good (the mean is lower than 3.). The high gaps in the group are about discounts for sports training and renting venues or facilities. It indicates that customers look forward to promotion activities, especially the price. Sales promotion is attributed to the actions and decisions which provide specific short-term measures, but to encourage the purchase (Išoraite, 2016). The park can try to use more activities to promote its products, such as coupons, prizes, free trials for training classes, discounts, promotional packages for renting venues, etc. Free trial for the training class is an effective promotion activity which is more effective than cognitive strategies (Laran & Tsiros, 2013).

E. People: The gaps in these items are high. Customers expect to be served by a skilled team, who can answer their inquiries well and a health check. This finding is aligned with Wirtz & Lovelock (2021) - they mentioned that human resources devote special care to selecting, training, and motivating their service employees. HR managers who think strategically recognize that having loyal, skilled, and motivated employees who can work well independently or together in teams represents a key competitive advantage. Due to the park being run by the government, the staff may not be enough and they are not so active, or skillful. Then several non-profit, volunteer-led, and informally structured grassroots organizations may be considered. Some local volunteer groups have good skills in service (Misener, K., & Doherty, A., 2009).

F. Process: Customers have not had a good experience in completing the site reservation and other procedures online, as well as using WIFI in the parking area. As technology develops faster than before, people like to solve problems or do things by digital device. Mahalaxmi & Ranjith (2016) found that digital marketing is defined as a new form of marketing and digital channels are a direct way to communicate with potential customers regardless of geographic location.

G. Physical evidence: Customers have high expectations and low-quality experiences on the following items, which are "The park's surroundings have some big shopping malls and restaurants.", "Personnel structure chart can be seen in the sports park.", "The sports park sets up the information desk to meet the needs of personalized and human services.". Physical evidence refers to physical and service patterns for adding value to the services before customers accept service (Somphong, Kutintara, & Rattamanee, 2019). If the customers can see the personnel structure chart and information desk in the sports park, they will have a good image of the park, which stimulates customers' willingness to pay for the products.

In summary, based on the investigation from the respondents, the result shows that customers have high expectations of the park. The park indeed has some advantages, but weaknesses still exist. Several suggestions for improving the management of Zhanjiang Sports Park. 1) The personnel structure chart should be public so that customers can complain to specific staff. 2) To attract more customers, the



sports park should provide reasonable sports training discounts for customers, especially for renting venues or facilities for a long time; 3) The sports park should set up the information desk to meet the customers' need at any time; Besides, the employees should be good at answering customer inquiries and complaints well; 4) The government should help to arrange some big shopping malls and restaurants around the sport park, so that customers can have more choices to do in leisure time after doing sports; 5) The sports park should provide a medical team to run a health check for participants and Sports and fitness instruction so that customers may be more willing to do sports in the park; 6) For internet era, the sports park should provide the site reservation and other procedures online, and WIFI in park area; 7) The sports park should organize some activities to motivate customers on special occasion as national days, weekend, new year; 8) The sports fields, venues and sports facilities in the sports park can meet my needs; 9) The open time of all venues and facilities should be charge reasonable.

Recommendation

Application of research results

1) The result found that the dual response questionnaire which applied the SERVQUAL and Marketing Mixes is effective in assessing customers. The guideline for developing service management is practical for Zhanjiang Sports Center Park.

2) This study also can be applied to other sports parks, or sports clubs to promote their exercise activities for customers.

Future Study

1) The sample size of the investigation is small. And there is no division for respondents. In the future study, it is necessary to divide the respondents into two groups: male and female. Because men are inclined to make cognitive decisions while women seem to make affective decisions.

2) What is measured in this paper is only the current service quality of the sports park, not a long-term result of service quality, so it lacks a certain dynamic. What we can do in the future is to make a longer observed study on the park, so that we can have a more scientific evaluation of the park management. What the author studies about park management is a general situation. To make more specific service management strategies, it is better to focus on one aspect of the park, such as promotion. Promotion is the critical point to improve the population of participants in the park.

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