



## Guidelines Policy of Sports Parks Management in Fuzhou

Dezhuo Sun<sup>1</sup>, Niwat Boonsom<sup>2</sup> and Kanit Kheovichai<sup>3</sup>

Faculty of Education, Silpakorn University, Nakhon Pathom, Thailand

<sup>1</sup>E-mail: 275640364@qq.com, ORCID ID: <https://orcid.org/0009-0002-7870-0093>

<sup>2</sup>E-mail: boonsom\_n2@su.ac.th, ORCID ID: <https://orcid.org/0009-0000-7585-341X>

<sup>3</sup>E-mail: kheovichai\_k@su.ac.th, ORCID ID: <https://orcid.org/0009-0007-2817-8731>

Received 13/09/2024

Revised 22/09/2024

Accepted 22/10/2024

### Abstract

**Background and Aim:** As the public's demand for sports and fitness continues to grow, the importance of sports parks is becoming more apparent. However, there are currently many problems in the management of sports parks in Fuzhou, which urgently need to be improved and upgraded. To improve the management of sports parks in Fuzhou, the objectives of this study are 1) to study the current situation of sports parks in Fuzhou, 2) to propose the guidelines policy of sports parks management in Fuzhou, 3) to validate the feasibility of the guidelines policy of sports parks management in Fuzhou.

**Materials and Methods:** This paper takes seven sports parks in Fuzhou City as the research object and uses questionnaires and interviews, focus group discussions, and other research tools to investigate 14 managers, 97 employees, 379 children's consumers, and 386 adult consumers in Fuzhou City Sports Park. SPSS software was used to analyze the obtained questionnaire data with descriptive statistics. In addition, the results of the study were validated and evaluated by a connoisseurship of 9 experts and a focus group discussion of 14 stakeholders to verify the feasibility and appropriateness of the study.

**Results:** The results of the study show that sports parks in Fuzhou City have 10 advantages, such as sufficient venues, but also 12 disadvantages, such as insufficient services. Sports parks also face six opportunities, such as government support, and six threats, such as insufficient promotion and publicity. A guidelines policy for sports parks management in Fuzhou City is proposed, which includes 28 policies in five dimensions: service management, operation management, personnel management, safety management, and operation management. The guidelines policy has been validated and evaluated through connoisseurship and focus group discussions and has been recognized as feasible and appropriate by experts and relevant stakeholders.

**Conclusion:** The study shows that the guiding policy is appropriate, feasible, and necessary, and has a positive contribution to improving the management level of sports parks in Fuzhou City, enhancing service quality and consumer satisfaction, and can provide theoretical references for the management of sports parks in Fuzhou City.

**Keywords:** Guidelines Policy; Sports Parks; Management; Fuzhou

### Introduction

Sports parks, with sports and fitness as the main elements and natural ecology as one of the green public spaces, with the improvement of ecology, landscaping, sports and fitness, sports and recreation, recreation and leisure, disaster prevention and risk avoidance, and other functions. It effectively increases the area of sports venues and is an important means and new way to make up for the shortage of national fitness facilities, implement the national strategy of national fitness, and build a higher-level public service system for national fitness. At the same time, as an important space for residents' daily lives, rest and exercise, sports parks have important benefits for urban residents' physical and mental health, as well as socially adapted health.

To promote the top-level design and scientific layout of sports park construction, in 2020, the National Development and Reform Commission, the Sports Bureau, and seven other departments jointly issued the "Guiding Opinion on Sports Park Construction", which refined the requirements, objectives, layout, mode, operation mode and policy system of sports park construction. To promote the top-level design and scientific layout of sports park construction, in 2021, the National Development and Reform Commission, the Bureau of Physical Education, and seven other departments jointly issued the "Guiding





Opinions on the Construction of Sports Parks", which refined the requirements, objectives, layout, mode, operation mode and policy system of sports park construction, marking that sports parks have entered a new stage of high-quality development. In addition, in 2022, the General Office of the State General Administration of Sport also put forward a work program to increase investment in the construction of sports parks in the Work Programmed on Stabilizing the Economy and Promoting Charges for Activation in Sports, making it clear that investment within the central budget will support the construction of sports parks, thus solving problems related to the lack of funds for sports parks and promoting the development of sports parks.

With the support of these national policies, the construction of sports parks provides more opportunities and resources to overcome various difficulties and challenges in the construction process, and greatly improve the quality and quantity. However, the phenomenon of "focusing on construction but not management" has emerged in the construction and development of sports parks in China (Fu & Dong, 2022). In sports park management, there is improper maintenance of sports park equipment, lack of management talent, insufficient social sports instructors, inadequate services (Li, 2023), and poor operation and management. This phenomenon can affect the long-term development and sustainable operation of sports parks. Therefore, how to improve the management level of sports parks is a major challenge for the development of sports parks.

Fuzhou, the capital of Fujian Province, has 33 sports parks of different types, including seven large sports parks, which are representative. In addition, Fuzhou sports parks do not have a complete Fuzhou sports park management system at present. Therefore, this study takes large-scale sports parks in Fuzhou City as the research object and aims to understand the strengths, weaknesses, opportunities, and threats of sports park management based on the actual situation of large-scale sports park management in Fuzhou City, and to propose relevant policy guidelines based on the findings.

Therefore, this study aims to work on developing a guidelines policy for sports park management in Fuzhou, which is specifically designed to improve the management level of sports parks in Fuzhou, promote the standardized development of sports park management in Fuzhou, enhance the quality of services, and improve consumer satisfaction. At the same time, this study also provides a scientific basis and theoretical reference for the development of sports park management policies in Fujian Province and the whole country.

## Objectives

1. To study the current situation of the sports park in Fuzhou.
2. To develop guidelines policy of sports parks management in Fuzhou.
3. To validate the feasibility of the guidelines policy of sports park management in Fuzhou.

## Literature review

In recent years, sports parks have become a good place for people's leisure, travel, entertainment, and sports, and their beautiful environment, perfect facilities, and rich and diversified activities have attracted more and more people to come to relax, exercise, and enjoy nature. With the successive promulgation of a series of relevant documents such as "Opinions on Strengthening the Construction of Comprehensive Fitness Grounds and Facilities for the Development of Mass Sports" and "Guiding Opinions on the Construction of Sports Parks" issued by the State Council, the development of sports parks has been provided with more opportunities and rich resources. Against this background, sports parks have further optimized the configuration of facilities, improved the quality of services, and expanded the scope of functions, becoming a unique and attractive highlight in urban development and an important force in promoting the vigorous development of the cause of national fitness.

To fully meet the increasingly diversified needs of the people, Fuzhou City has responded to the government's call with great enthusiasm and a positive attitude and is fully committed to the construction and development of sports parks. At present, 33 different types of sports parks have been built, which is





among the highest in the country in terms of both quantity and scale. However, the development of sports parks in Fuzhou inevitably faces several thorny problems, such as poor maintenance of sports park equipment, lack of professional management personnel, insufficient number of social sports instructors, poor service quality, imperfect operation and management mechanisms, etc. These problems are intertwined with each other and hurt the construction and development of sports parks. These problems are intertwined with each other and have an impact on the management and long-term development of sports parks that cannot be ignored and have become bottlenecks restricting the further development of sports parks, which urgently need to be solved properly and effectively.

In the book *Classic Cases of Domestic Stadium Management*, Wang and Chen (2010) systematically summarized the achievements and shortcomings of stadiums in classic cases from 10 provinces in terms of personnel management, operation management, safety management, and service management through in-depth analysis of many classic cases.

Liang's (2019) book "*Theme Park Development and Management*" systematically examines the pattern and trend of global theme park management. Through many cases, the book provides an in-depth analysis of theme parks in terms of strategic management, service management, operation mode management, organization and human resource management, safety management and social responsibility, planning, management, and construction.

Gan (2020) in their research on the evaluation indicator system of sports park management in China, constructed a sports park management evaluation indicator system with four elements, such as operation management, sports venue management, personnel management, and service management, as the first-level indicators. He believes that to improve the management level of sports parks, it is necessary to start by broadening the financing channels, improving the employment mechanism, and improving the quality of management services.

In summary, scholars have conducted extensive research on sports park management, which can to some extent solve the shortcomings of sports park management and improve the level of sports park management. Researchers summarise and conclude the above views and find that scholars mainly focus on operation management, sports venue and facility management, safety management, service management talent management, etc. These research views and conclusions provide an important theoretical basis for this study.

In his *Analysis of Policy Guidelines*, Chen (2003), a renowned expert, points out that policy guidelines are carefully selected and formulated by public authorities through the political process, which can solve public problems, achieve public goals, and realize public interests. The theory of guideline policy is widely used in many fields, such as education, medical care, environmental protection, and so on. The theory can provide a scientific basis and guidance for relevant decision-making, help improve the efficiency and quality of public affairs management, and provide strong theoretical support and practical ways to solve complex public problems.

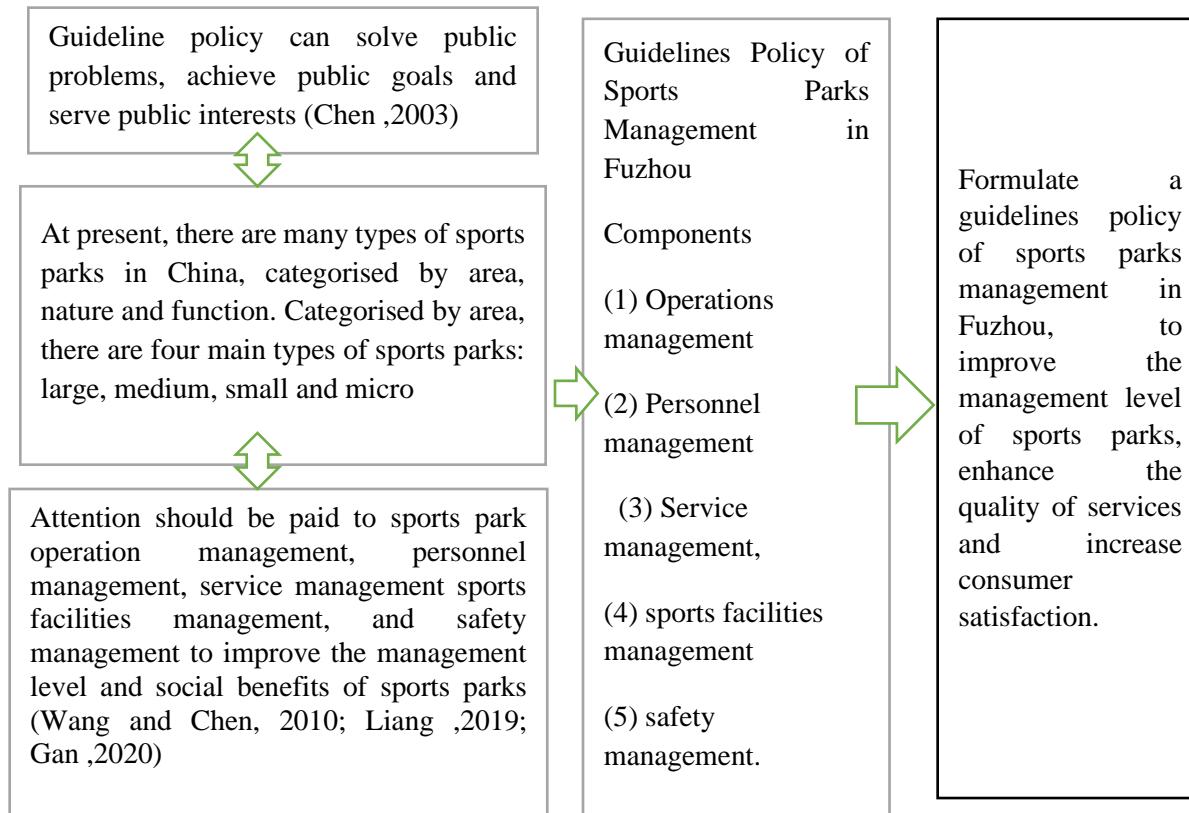
Shao (2012) in *The Business and Culture of Sports: Society, Politics, Economy, Environment*, points out that sports development needs to be more sustainable and that it must be based on public policies. Based on policy. If there is a commitment to sport, development, and transformation, there is a need for policies and guideline policies to promote and maintain respect for diversity, as well as results-based monitoring and evaluation to assess the impact of sports programs.

At present, no studies have been conducted to analyze sports park management from the perspective of policy guideline theory. Therefore, this study combines the policy guideline theory with the relevant theories of sports park management and proposes a guideline policy for sports park management in Fuzhou. The reason is that the guideline policy of sports park management in Fuzhou plays an indispensable role in improving the management level, promoting sustainable development, and facilitating economic development, and is of great significance in improving the quality of life of citizens and the overall comprehensive competitiveness of the city.



Therefore, this study provides an in-depth analysis of the strengths, weaknesses, opportunities, and threats of the management of sports parks in Fuzhou, and proposes targeted guidelines policy, accordingly, aiming to improve the management level of sports parks in Fuzhou, promote the standardized development of the management of sports parks in Fuzhou, enhance the quality of services and improve consumer satisfaction.

## Conceptual Framework



**Figure 1** Conceptual Framework

## Methodology

### 1. Population and Sample

The Population of 14 managers, 104 employees, and 10,800 consumers in seven large sports parks in Fuzhou. These seven large sports parks are Yunji Sports Park, Changle Smart Sports Park, Binhai New City Wisdom Sports Park, Taijiang Sports Park, Feifengshan Olympic Sports Park, Fuqing Riverside Sports Park, and Lianjiang Sports Park. A sample of 14 managers (stratified random sample), 97 employees (stratified random sample), 379 child consumers, and 386 adult consumers (purposive sample) were selected for the survey based on the Krejcie and Morgan sampling formula.

**2. Instrument:** This study used research tools such as questionnaires, interviews, and focus group discussions to investigate the current management status of sports parks in Fuzhou.

**3. Data collection:** The data collection was carried out using questionnaires, interviews, and focus group discussions as follows:

3.1 Questionnaire: A questionnaire survey was conducted among 83 employee members, 379 adults, and 379 children in 7 large sports parks in Fuzhou City, focusing on the evaluation and satisfaction with the management of sports parks.



**3.2 Interviews:** Face-to-face in-depth interviews were conducted with seven managers, seven employees, and seven consumers of seven large sports parks in Fuzhou. The main objective was to understand the stakeholders' perceptions and needs regarding the management of sports parks.

**3.3 Focus Group Discussion:** The researcher invited seven managers and seven employees from seven large sports parks in Fuzhou City to conduct focus group discussions. The aim was to have an in-depth discussion on how to construct a feasible and reasonable policy guideline for the management of sports parks in Fuzhou City.

#### 4. Data analysis

The information obtained from the questionnaire survey was analyzed using SPSS for descriptive statistics, including frequency counts, percentages, means, and standard deviations, to obtain from the data the basic evaluations and satisfaction levels of employees and consumers about the management of the sports park. The content of the interview and focus group discussion transcripts was analyzed, categorized, and coded according to the dimensions to extract key messages, themes, and recommendations.

### Results

The findings of this study are divided into 3 parts and summarized below:

#### Section 1: The current situation of sports parks in Fuzhou.

The researcher studied the environment (strengths, weaknesses, opportunities, and threats) of sports parks in Fuzhou City through qualitative and quantitative research methods such as documents, questionnaires, interviews, and focus group discussions. The study found that:

In terms of service management, the strengths of sports parks are) openness is strong, with many opening hours and times;2) sports parks provide diversified service programmers with overall better service quality;3) sports parks offer high-quality sports training programmed to meet the demand of the sports training market. Sports parks have weaknesses are 1) sports parks have poor services in event organization, fitness testing, and fitness guidance, which need to be further improved to increase user satisfaction;2) services are relatively traditional and lack innovative and personalized services, which need to be continuously optimized and innovative services introduced to meet the increasingly diverse needs of users. In addition, sports parks also face opportunities are 1) high market demand for sports training;2) raising public health awareness; and 3) sports tourism development.

In terms of sports facilities management, the strengths of sports parks are 1) the number of venues is sufficient, the project differentiation is reasonable, and it can meet the needs of a wide range of users;2) sports parks are well equipped with advanced intelligent sports equipment and venue information systems. The weaknesses of sports parks include 1) Untimely maintenance and replacement of facilities;2) The need to promote and upgrade smart and information-rich facilities; and 3) suitability of sports equipment for young children and the elderly. In addition, sports parks also face the opportunity for innovation and the use of Internet technology.

In terms of personnel management, the strengths of sports parks are a quality work team and suitable staffing levels. The Weaknesses are 1) Management style and performance appraisal system need to be improved;2) Work stress level of employees needs to be reduced;3) Lack of complex management and insufficient social sports instructors;4) Loss of quality talents.

In terms of safety management, the strengths of the sports park are 1) emphasis on safety management and good safeguards;2) having a good emergency plan and a good safety training system;3) good crowd control. Sports Park's weaknesses are 1) the order of activities and the frequency of regular patrols need to be improved,2) high-security risks at the venue, first aid facilities, and personnel seem insufficient.

In terms of operation management, the strengths are the richness of operational items and the flexibility of operational methods. The weaknesses of sports parks are that 1) the operation projects still need to be optimized and improved, and some new fitness projects or leisure and entertainment activities should be introduced;2) fee standards need to be improved; some parks are too profitable.





In addition, the opportunities for sports parks are the increase of family economic income, which brings opportunities for the consumption level of sports parks. At the same time, sports parks also face threats 1) There is too little publicity for sports parks, and promotion and publicity are not strong enough; 2) sports parks are also subject to competition from external sports clubs, fitness centers, etc; 3) too single channel of investment.

In the process of management and development of sports parks, the threats are 1) remote location of the sports park and inconvenient transport; 2) inadequate evaluation feedback mechanism. In addition, the development of sports parks has many opportunities, the most important of which is the strong support of the government, which will provide a boost to improve the management and development quality of sports parks.

## **Section 2: Development of the guidelines policy of sports parks management in Fuzhou.**

The researcher applies SWOT analysis to the results of the current situation of sports management and lists 10 strengths, 12 weaknesses, 6 opportunities, and 6 threats of sports parks. In response, policy recommendations were made, and the identical dimensions were integrated to form the following 28 preliminary policy guidelines:

### **1. Service Management**

1.1 The sports park should further expand its opening efforts and improve the opening hours and frequency of the sports park to meet the needs of citizens at various levels.

1.2 The sports park should strive to comprehensively improve the quality and level of event organization, fitness counseling, and physical fitness testing, continuously enrich and optimize the service content, and actively expand diversified services such as sports tourism, fitness counseling, and quality sports training, to meet the fitness needs of the general public, their interest in sports tourism and their diversified activities in family recreation and leisure, and to create an all-round, high-quality sports service platform for the public.

1.3 Improve the quality of sports training projects and services, expand high-quality sports training projects, including unique training courses, professional event coaching, and the innovative "sports training + tourism" mode, expand the diversity of training contents, expand the diversity of training projects and provide accurate, professional and personalized services to meet the broad expectations of the market at all levels and for various needs. To provide accurate, professional, and personalized services to meet the broad expectations of the market at all levels and for all kinds of needs, to promote the development of the sports training business to a higher level.

1.4 Establish an information service platform to provide services such as event organization and registration, fitness guidance and testing, and personalized fitness guidance and training programmers, to enhance work efficiency and attract more citizens to participate in park activities, thereby meeting the fitness needs of users.

### **2. Sports facilities management**

2.1. Establish a sports park venue information management platform to realize the maintenance and updating of sports equipment, venue booking system, and venue monitoring system, to improve the maintenance level and efficiency, improve the service quality and management level of sports venues, and improve the user experience.

2.2. Optimize the sports equipment maintenance and updating mechanism, increase capital investment in venue construction and project innovation, scientifically plan venue layout and project construction, and improve the service level and quality of the park in all aspects, to satisfy the public's fitness demand, sports tourism interest, sports training demand and family economic consumption, and create a harmonious, energetic and convenient sports and recreation environment for the public.

2.3 The sports park should focus on promoting the comprehensive upgrading and optimization of intelligent sports equipment, including intelligent fitness equipment, intelligent high-definition screens intelligent running track, and other advanced facilities, and is committed to building a trinity of intelligent



fitness, intelligent tourism, and intelligent training service system, to enhance the service experience and management efficiency.

2.4 Relying on the excellent team strength and rich venue resources of the Sports Park, the Park will actively organize various large-scale sports events, exhibitions, lectures, and popularization of science and sports and fitness activities, to improve the public's knowledge of sports and health, stimulate the public's enthusiasm to participate in sports activities, and further strengthen their awareness of sports and health concepts.

### 3. Personnel Management

3.1. The sports park should be committed to building an efficient and high-quality team structure, carefully selecting and deploying talent to improve the efficiency and quality of services. At the same time, strengthens the professional ability of personalized fitness guidance, sports training, and sports tourism services to fully meet the needs of the market and family groups for all kinds of sports.

3.2 Establish an efficient composite management team, optimize management tools, comprehensively improve the ability of managers in terms of comprehensive quality, leadership, and performance evaluation, and strengthen teamwork and cohesion, to improve the operational efficiency of the sports park, optimize service quality, and enhance market competitiveness.

3.3. Establish a sound human resources management mechanism, should develop a scientific and reasonable performance appraisal system, talent incentive mechanism, social benefits, vocational training and promotion mechanism, improve working conditions and salary and welfare benefits, pay attention to the individual needs of the staff, reduce the work pressure of the staff, and further enhance the staff's sense of belonging, strengthen the staff's loyalty and satisfaction.

3.4 Actively introduce advanced intelligent sports equipment and venue information system, optimize workflow, create an efficient and convenient work mode and environment for employees, help employees to continue to learn and grow, enhance employees' sense of belonging and satisfaction, stimulate team vitality and promote the sustainable development of the Company.

3.5 Strengthen the staff training and development system to improve the overall quality and professionalism of the staff. At the same time, actively cultivate the staff's service consciousness, improve the staff's publicity and promotion ability, to effectively expand the popularity of the sports park and enhance its influence in the community.

3.6 Deepen the cultivation and introduction of complex management talents and social sports instructors to meet the public's growing awareness of fitness, sports tourism needs, sports training and family fitness guidance, and other multi-level needs.

### 4. Safety management

4.1 Formulate and improve the safety management system and emergency plans, organize regular emergency drills, improve the crowd control and order maintenance capabilities, and enhance the safety awareness and safety skills of the staff, to meet the public's sports consumption needs, enhance consumer confidence, and promote the competitiveness and development of the sports training and tourism market.

4.2 Establish a perfect safety evaluation and feedback mechanism and widely collect opinions through various channels, such as user surveys and mobile applications, to continuously optimize safety protection measures, emergency drills, and crowd control, and enhance customer satisfaction and sense of security.

4.3 Promote the standardization and normalization of safety management training, focus on strengthening safety management and safety knowledge education in the sports park, comprehensively improve staff first aid awareness and skills, and carefully cultivate a professional safety management team, to effectively improve the overall safety level of the sports park.

4.4 Establish an advanced safety management platform, build a comprehensive safety hazard monitoring system, and commit to providing one-stop online safety training and first aid guidance services, real-time monitoring and precise regulation of crowd density, and enhance the safety protection capacity of public places.

4.5 Deepen the construction of venue safety facilities, comprehensively upgrade event order maintenance equipment, increase investment in first-aid personnel and equipment, carefully optimize the layout of first-aid facilities and personnel, increase the frequency of event order maintenance and regular patrols, and adopt scientific crowd density management measures, to comprehensively improve the level of public safety.

4.6 Deepen the popularization of safety knowledge and first-aid skills, and continuously raise the public's awareness of the importance of safety and first-aid skills. At the same time, actively demonstrate the high standard and professional ability of the sports park in safety management, emergency drills, and crowd control, and further enhance the brand image and market attractiveness of the park through diversified publicity means and increased publicity efforts.

4.7 With the help of an efficient and coordinated work team and scientific and reasonable staffing, improve the traffic safety management level of the sports park, optimize the peripheral traffic facilities, ensure the safety of vehicle movement, and ensure that tourists can reach the park conveniently and quickly. At the same time, intelligent technology will be used to provide accurate and intelligent navigation services to further enhance the safety and convenience of consumers visiting the sports park.

### **5. Operation Management**

5.1 Elaborate an all-round and multi-angle publicity and promotion strategy, make full use of various media channels, official public numbers, real-time live broadcasting, and other communication means to comprehensively expand the publicity and influence of the sports park, focusing on showcasing the sports park's rich service items, high standard service level, high-quality venue equipment, advanced intelligent and information facilities, diversified operation items, transparent fee standards, and strict safety equipment configuration and sound safety management system, to comprehensively enhance the sports park's brand image, strengthen its competitiveness in the market, and attract more citizens and enthusiasts to actively participate.

5.2 Establish a comprehensive and diversified feedback mechanism to provide all-round systematic evaluation and feedback on the service programmers, quality, facilities, operational projects, fee rates, work teams, and safety management of sports parks through a variety of means such as online complaint and suggestion platforms, questionnaire surveys and symposiums. Based on the feedback results, timely adjustments and improvement of management measures are made to continuously improve the public's overall satisfaction with the Sports Park.

5.3 Establish an efficient and professional online operation team to comprehensively carry out online booking, remote fitness advice, and real-time live broadcasting services for sports classes, and make full use of Internet technology to expand the scope of services, to enhance the efficiency of venue use, greatly enrich the user experience, stimulate enthusiasm for user participation, and improve the level of user participation and overall satisfaction.

5.4 Efforts should be made to optimize the operation projects of sports parks, launch a variety of sports and entertainment activities, and establish fair and transparent charging standards. At the same time, efforts should be made to increase opening efforts and expand opening hours and frequency to meet the diverse needs of families for public fitness, sports tourism, and sports training, to further attract the public to actively participate in the activities of sports parks and to create a healthy and vibrant community environment.

5.5. Create a diversified investment platform and continuously enhance the economic strength of the sports park by establishing strategic partnerships with enterprises, expanding sponsorship channels, and other means.

5.6 Flexible operation modes, such as contract operation, enterprise management, entrusted operation, or venue leasing, should be adopted to attract more investment projects and service projects, thus effectively enhancing the economic benefits of the sports park.

5.7 To take full advantage of the rich venue resources of the sports park, it should be constructed and converted into a car park to provide more adequate parking spaces. At the same time, with the help of



intelligent information technology systems, visitors should be provided with convenient traffic navigation services, which will greatly enhance the comfort and convenience of visitors to the sports park. In addition, we are actively strengthening close cooperation with the local government and transport authorities, working to improve the surrounding transport infrastructure and increasing the variety of public transport options to further optimize the accessibility and convenience of the Sports Park.

### Section 3: Evaluation of the guidelines policy of sports parks management in Fuzhou.

The guidelines policy of sports parks management in Fuzhou has been validated through connoisseurship. The results showed that the policy was unanimously accepted by the experts. The experts generally agreed that the guidelines policy of sports parks management in Fuzhou are suitable, feasible, and necessary and that its policies have a significant effect on improving the management level of sports parks and optimizing the quality of sports services.

In addition, the researchers used focus group discussions to evaluate the suitability of the guideline policy for sports parks management in Fuzhou and the impact of the policy on the management of sports parks in Fuzhou. The results show that the guideline policy of sports parks management in Fuzhou was widely recognized by the participants, who unanimously agreed that the guideline policy was suitable, necessary, and feasible and that the content did not need to be revised. The participants believe that the guideline policy is based on scientific research and data analysis, and comprehensively covers service management, sports facilities management, personnel management, safety management, operation management, and other aspects, focusing on public participation and technological empowerment, which not only significantly improves the management efficiency and service quality of the sports parks, but also effectively enhances the comprehensive management level of the sports parks, improves the level of service and the experience of the users, and improves the satisfaction of consumers. Consumer satisfaction. It also promotes the sustainable development of sports parks and creates a harmonious and quality sports and leisure environment.

The results of the study are summarized below:

1. The results of the study show that Fuzhou Citizen's Sports Park has 10 advantages, such as enough venues, various forms of services, high high-quality workforce, a perfect safety system, and flexible operation methods. At the same time, there are also 12 weaknesses such as inadequate services, untimely maintenance and replacement of venues, loss of high-quality personnel, and insufficient first aid facilities. Sports parks also face six opportunities, including high market demand for sports training, increased public health awareness, and sports tourism development.

In addition, there are six threats to sports parks, such as the lack of promotion and publicity, external competition, and a single investment channel.

2. The guidelines policy covers five aspects, including service management, operation management, personnel management, safety management, and operation management, etc.

3. The guidelines policy swore agreed to be feasible and suitability through connoisseurship and focus group discussions with stakeholders.

## Discussion

The results of the study show that sports parks in Fuzhou City have 10 advantages such as sufficient sports facilities, 12 disadvantages such as inadequate services, 6 opportunities such as strong government support, and 6 threats such as lack of promotion and publicity. Secondly, the study concludes that the guidelines policy for the management of sports parks in Fuzhou City should be constructed in five aspects: service management, sports facilities management, personnel management, safety management, and operation management. In addition, the guidelines policy was unanimously acknowledged by experts and stakeholders as a positive contribution to improving park management, service quality, and consumer satisfaction.

Yao (2018) believes that by seizing the opportunities of the growing awareness of national fitness, the development of the economy and sports industry, and the sports tourism market, we should develop and





take advantage of government support, expand funding sources, increase promotion and publicity, improve humanistic services, introduce complex talents, and improve the utilization rate of indoor venues. Li et al. (2020) also agree with this point of view, arguing that it is necessary to give full play to the government's leading role, grasp the support of government policies, promote national strategies, increase the awareness of national fitness, develop the sports tourism market and other important opportunities, to strengthen the management and maintenance, improve the feedback mechanism, improve the operational projects and expand the sources of funding. These studies are consistent with the results of this study. In addition, this study argues that sports parks should take advantage of the opportunities for Internet technology innovation and utilization and the market demand for sports training to improve the intelligence and informatization of sports venues, which is in line with previous studies (Yao & Zhuo, 2017).

Based on the relevant theories extracted from the literature, the researchers' guidelines policy of sports parks management in Fuzhou City includes five dimensions: service management, sports facilities management, personnel management, safety management, and operation management (Gan, 2020; Liang, 2019).

In terms of service management, Wang et al. (2018) pointed out that as a government public welfare project, sports parks should be opened as much as possible to strengthen the opening according to people's exercise time. At the same time, it should also improve the corresponding fitness services and related support facilities to improve the service quality, which is in line with the results of this study, and the researchers proposed corresponding policies from the perspective of opening efforts, service programs, service quality, and other perspectives. In addition, this study also makes policy recommendations from the perspective of building an information service platform.

In terms of sports facilities management, the researchers proposed policy recommendations in terms of sports parks should establish information management platforms for sports park venues, and comprehensively upgrade and optimize intelligent sports equipment, which is consistent with the results of the study (Liu et al., 2023). In addition, the researchers suggested improving the maintenance and renewal system of sports equipment, which is consistent with the results of previous studies (Yu, 2018).

In terms of personnel management, the researcher proposes relevant management guideline policies from the perspectives of team building, human resource management, staff training, and mechanism improvement, which is consistent with the findings of previous studies (Gan, 2020).

In terms of safety management, Deng (2015) suggested that park managers should pay great attention to safety issues, increase safety investment, and establish the five safety systems of safety regulation, inspection, early warning, feedback, and help-seeking, which is consistent with the results of this study. The researchers also made policy recommendations to increase the promotion of safety management training and public education.

In terms of operation management, the researchers proposed suitability management policies in terms of operation projects, operation methods, and publicity and promotion. At the same time, the researchers suggested the establishment of a sound and diversified feedback mechanism and the establishment of diversified investment channels, which is consistent with the findings of previous studies (Yao, 2018).

Suitability and feasibility are necessary conditions for the effective implementation of public policies. Connoisseurship is a very practical method often used in the process of formulating public policies, which mainly refers to the method of inviting experts and scholars in policy-related fields to hold thematic discussions on the proposed public policies and make policy recommendations to ensure that the guidelines policy is suitable and feasible (Wang, 2012).

Therefore, the guidelines policy of sports park management in Fuzhou, after the connoisseur's argumentation and focus group discussion, finally got a high degree of unanimous recognition from experts, scholars, and relevant stakeholders, that the management policy has a certain degree of suitability and feasibility, can improve the management level of Fuzhou City Sports Park, improve the quality of service and consumer satisfaction, and help to optimize the management of the Fuzhou City Sports Park and to





provide a strong theoretical reference and scientific basis. It can help optimize the management of Fuzhou Sports Park and provide a strong theoretical reference and scientific basis.

## Conclusion

The results of the first research objective showed that the current situation of sports park management in Fuzhou City has 10 strengths, 12 weaknesses, 6 opportunities, and 6 disadvantages. The result of the second research objective is to construct a policy guideline for the management of sports parks in Fuzhou City from the aspects of service management, operation management, personnel management, safety management, and operation management. The results of the third research objective indicate that the guidelines policy were validated and evaluated through connoisseurship and focus group discussions with relevant stakeholders, were unanimously recognized as feasible and suitable, and contributed positively to improving the management of sports parks in Fuzhou City, including improving service quality and consumer satisfaction.

## Recommendation

### 1. Recommendations for the application of research results

1.1 Policy formulation is the foundation and policy implementation is the key. Therefore, the following eight aspects should be included in the policy implementation process: 1) policy publicity, 2) policy decomposition, 3) organizational preparation, 4) material preparation, 5) policy piloting, 6) full implementation, 7) coordination, and 8) supervision to ensure the smooth implementation of the policy.

1.2 As the policy is implemented, a comprehensive policy evaluation of the policy guidelines should be conducted to summarize the lessons learned and to adjust and improve the policy promptly.

### 2. Recommendations for the application of further results

2.1 In the follow-up research, the scope of the study should be expanded to cover sports parks in Fujian Province and the whole country, and large, medium, small, and micro sports parks should be included in the study according to the size of the parks, to enhance the breadth and value of the study.

2.2 In the follow-up research work, the research scope of sports park management should be further expanded, such as information technology management, environmental management, and other dimensions, to provide a comprehensive reference for improving the level of sports parks.

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