



Key Success Factors of Swimming Club Management in Chengdu City, The People's Republic of China

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Abstract

Background and Aims: Chengdu Tourei Swimming Club continues to develop rapidly and is preparing to add three new branches in 2024. The reasons for its rapid development are worth thinking about and researching. Therefore, it is necessary to choose the reasons for the rapid development of Chengdu Tourei Swimming Club as the object of research. This research aimed to define the key success factors of swimming club management in Chengdu City, the People's Republic of China.

Methodology: The research process was divided into three steps to evaluate and validate these success factors systematically. In Step 1, the study developed an evaluation tool by reviewing literature and conducting expert interviews, followed by drafting the tool and validating it through focus groups and reliability assessments. Step 2 involved using the final tool to survey club committee members, coaches, and members, collecting data, and analyzing success factors through a Connoisseurship method. Step 3 concluded with a detailed report summarizing the findings, based on a thorough analysis of survey responses and expert input.

Results: The study identified multiple key factors of successful management across nine core dimensions: Planning (6 factors), Organizing (6 factors), Leadership (9 factors), Controlling (8 factors), Reliability (5 factors), Responsiveness (5 factors), Empathy (5 factors), Assurance (5 factors), and Accessibility (4 factors). These results provided a well-rounded framework for evaluating and enhancing swimming club management in Chengdu.

Conclusion: The study presents a comprehensive framework for effectively managing swimming clubs in Chengdu, highlighting key components in nine core areas. This framework is a helpful tool for evaluating and improving management practices to ensure operational success and member satisfaction.

Keywords: Key Success Factors; Swimming Club Management; Service Quality; POLC Theory

Introduction

National health is both a significant indicator of the country's comprehensive strength and a crucial symbol of its socio-economic development. National fitness is an important way and method for the Party and the State to achieve the goal of national health, and it is an important guarantee for the realization of the national people to enhance their physical fitness and pursue a better life (General Office of the State Council, 2019).

Swimming is one of the favorite physical activities for people of all ages in the twenty-first century. It not only enhances physical fitness and benefits the body and mind, but also prevents the occurrence of diseases, such as the promotion of arthritis, asthma, and other diseases, and has a better recovery effect, in addition to shaping the body and improving beauty. Most importantly, swimming, as a survival skill, is a skill that must be mastered for human survival (Liu, 2021). In recent years, school sports have also gradually incorporated swimming into the secondary school examination as an examination item, which shows that swimming sports programs have gained the full support of national policies (General Office of the State Council, 2019). These policies have promoted the enhancement of the awareness of mass sports and fitness and provided more support for the development of sports. Swimming, as one of the contents of national fitness activities, not only promotes the implementation of the national fitness program but also promotes the rapid development of swimming clubs.

Swimming pool management funds need to be recovered when a large amount of capital investment and high cost of management costs are involved. The planning and construction of swimming pools not only need to fully meet the fitness needs of people for swimming, but also through efficient services and sales methods to increase the club's income, to ensure that in good income conditions, to achieve sustainable development (Li, 2020). At present, the management personnel of swimming pools in Chengdu City, there is lacking business management knowledge, and





the knowledge structure is unreasonable other problems; clubs are unevenly distributed geographically, which is manifested in the number of urban areas and townships, and the problem of very few; the infrastructure of the swimming pools is not perfect, mainly due to the use of a long time of day-to-day maintenance of the lesser (Liu, 2007).

Chengdu Tourei Swimming Club was formally established on September 17, 2012, initially focusing on the development of swimming training, and after early twists and turns and unremitting efforts, from 2018 onwards, it has entered a period of rapid growth. Up to now, the club has opened a total of 8 branches in Chengdu city and neighboring cities. Since 2018, the club has been expanding its scale at the rate of 2 new stores per year, with the scale of new stores above 4,500 square meters and the investment of each store around 5 million yuan. The locations are concentrated in community centers and commercial centers. Due to the perfect hardware facilities, rich and diversified service contents, and good service attitude, the club is popular among the public, and according to incomplete statistics, the total number of service members of the club has exceeded more than 100,000, which has played a certain role in promoting the popularization of swimming in Chengdu City.

Through the field investigation and research on the organization and management of Chengdu Tourei Swimming Club, its business philosophy, location, safety and security, club members and membership, etc., the reasons for the rapid development of Chengdu Tourei Swimming Club as well as the difficulties it faces in its development are analyzed, to provide some references to the development of other swimming clubs at the same time as to promote the sustainable development of the club. To promote the sustainable development of the club and, at the same time, provide some reference for the development of other swimming clubs.

Objectives

To define the key success factors of swimming club management in Chengdu City, the People's Republic of China.

Literature Review

1. Assessment of the swimming club

In "An Analysis of the Reasons for the Rise of Competitive Swimming in Japan", Cong (2006) showed that swimming is popular due to policy support and good swimming facilities. Today, every Japanese community has its own swimming club or private swimming club. In addition, the clubs have contributed to the development of competitive swimming, and many swimmers have benefited from the clubs, with Japanese swimming clubs making a significant contribution to their competitive swimming and the development of swimmers.

Parasuraman et al (1988). In "Successful Integration of Club and High School Swimming" in which clubs and colleges carry out cooperation as a research point, analyzed the future development of college swimmers and swimming clubs and the innovation of talent cultivation mode, and put forward suggestions to strengthen the cooperation between swimming clubs and colleges and universities, and to improve the interests of clubs, colleges, and athletes.

In "Into the Community Swimming Clubs of the UK", Mintzberg (1973) mentioned that community swimming clubs across the UK provide a solid foundation to support the development of swimming in the UK. They provide good services for community residents and make important contributions to the development of mass sports. At the same time, these clubs are also the cradle of high-level athletes and an important place for swimming training and selection of competitive reserves, providing a guarantee that the UK will become a competitive sports powerhouse.

Zhang (2015) pointed out in his study on the current situation and countermeasures of swimming clubs in Singapore that, due to the influence of the system, the development of competitive sports in Singapore is weak, but the popularization of fitness for all is more effective. Since the formulation and implementation of swimming management policies and regulations, the entry qualifications of relevant swimming practitioners and the management of the level of business premises have been stipulated. These regulations have played a very positive role in stabilizing the swimming market in Singapore. The management system must strictly follow the size, type, business items, and organizational structure

of the club. In addition, clubs can employ professional managers to achieve a high degree of club management.

1.1 Teaching Quality and Teachers

Swimming clubs should uphold a rigorous attitude in teaching quality and have a group of experienced coaching teams. The coaches all hold professional qualifications and have high teaching levels and rich teaching experience. In terms of teaching content, the coaching team has formulated a detailed teaching plan and curriculum system for the needs and levels of different students to ensure that students can get scientific and systematic teaching in the club. In addition, the coaching team focuses on teaching students according to their abilities, pays attention to the progress and feedback of each student, and adjusts the teaching strategy promptly to improve the teaching effect. In the student satisfaction survey, most of the students give high praise to the coach's teaching quality and attitude.

1.2. Facilities and Environment

The facility conditions and environment of the club should be equally satisfactory. The swimming pool has clear water quality, suitable water temperature, and non-slip floor tiles along the edge of the pool to ensure the safety of the students in the process of swimming. In addition, the changing room, shower room, and other supporting facilities are complete, and the environment is clean and hygienic, providing students with a good learning and rest environment.

1.3. Curriculum and Characteristics

The curriculum of the club should be rich and diversified, including basic swimming courses, improvement courses, competitive courses, etc., which meet the needs of different students. In addition, the club should also offer special courses, such as parent-child swimming courses, water yoga courses, etc. These courses not only increase the attractiveness of the club but also enhance the learning experience of the students.

In terms of teaching methods, the club should introduce modern teaching means, such as multimedia teaching, intelligent teaching systems, etc., which make teaching more vivid and intuitive, and improve the learning interest and effect of students.

1.4 Membership management and service

The club should do quite well in membership management and service. The member management system is perfect and can accurately record members' personal information, learning progress, course arrangement, etc., which is convenient for members to inquire and manage. At the same time, the club should also provide members with attentive services, such as regular push teaching information, course reminders, birthday wishes, etc., so that members can feel the care and warmth of the club.

1.5 Activity organization and participation

The club should often organize all kinds of activities, such as swimming competitions, water carnivals, etc. These activities not only enrich the extracurricular life of the students but also improve the participation and sense of belonging of the students. At the same time, through participation in activities, cadets are also able to make more friends and expand their social circle.

In the organization and implementation of activities, the club should pay attention to details and safety to ensure the smooth running of activities and the safety of trainees.

1.6 Safety, Security, and Management

Safety and security are one of the most important jobs of the swimming club. The club should take several measures in terms of safety and security, such as strengthening the training and assessment of lifeguards, regularly checking the use of life-saving equipment, and formulating emergency plans to ensure timely and effective rescue and treatment in case of emergency.

In addition, the clubs should also focus on safety education for students, reminding them to pay attention to swimming safety and observe the rules and order of the swimming pools. Through the implementation of these measures, the club's safety and security work has been effectively guaranteed and improved.

1.7 Achievements and Honors

The club's achievements and honors are also one of important indicators of its comprehensive strength. The achievement of these results not only highlights the club's teaching strength and level but also establishes a good image and reputation for the club.

At the same time, the club should also actively participate in all kinds of competitions and activities to show its teaching achievements and students. Through exchanges and competitions with other clubs, the club continuously improves its strength and level and provides students with better teaching and services.

1.8 Market reputation and evaluation

Market reputation and evaluation are an important reference basis for measuring the comprehensive level of swimming clubs. The club should enjoy high visibility and reputation in the market. Many parents and students highly evaluate the club's teaching quality, service level, and safety guarantee. They think that the club is a trustworthy swimming training organization with its professional and responsible coaching team, excellent facilities and conditions, reasonable curriculum, and considerate and meticulous services.

Of course, we also recognize that there are still some competitors and potential threats in the market. To maintain and enhance the competitiveness of the market, the club needs to continue to work hard to improve the quality of its services.

2. Swimming club management in China

Guan (2019) mentioned in "Analyzing the Development Model of Youth Swimming Clubs in Xiamen City--Taking Xiamen Ruiyong Aquatic Club as an Example" that in recent years, after swimming has been formally included in the physical education program of the secondary school examination, colleges and universities have released policies on the single enrolment of high-level athletes and sports specialty students. As a result, it stimulated the development of swimming clubs in Xiamen.

Huang (2012) mentioned in "Research on the Development Mode of Chengdu Xincheng Sports and Arts School" that Xincheng School has developed to the present time and achieved better results in its development, realizing the development mode of integrating sports and education, sports, and industry. The sustainable development of the school is promoted through the benefits of swimming training, and the cultivation of sports and athletic talents is driven and supported by swimming training, which effectively promotes the development of the school.

Zhang (2015) pointed out in the Study on Problems and Countermeasures in the Development of Swimming Clubs in China that as the number of swimming clubs in China is increasing, the quality of development needs to be improved. It still faces a series of problems, such as the lack of corresponding policy support, unclear industry standards, relatively backward management mode, and the lack of mutual communication and learning between clubs. On the contrary, in developed countries, sports clubs have been developed for a long time, and swimming clubs, as a part of sports clubs, therefore have certain reference significance.

The management of Chinese swimming clubs involves several aspects, ranging from organizational structure, membership management, and service, coaching team building, to event planning and execution, facility maintenance and updating, risk management and safety, financial management, and budgeting, as well as marketing and branding, all of which require refined management and operation.

3. Success Swimming Club

Liu (2007) mentioned in "Exploration of German Sports Club Establishment" that the early sports club organization department in Germany may have first appeared in the early 19th century, and the golden period of its sports club development started in the middle of the 19th century. After a century of continuous progress and rapid development, German sports clubs have continued to play an irreplaceable and important role in German sports. The development of both competitive and mass sports in Germany relies on the development of sports clubs, especially the development of mass sports.

Dong (2007) mentioned in The Management System and Operation Mechanism of Community Sports Clubs in the United States, Germany, and Japan that the management system of community sports clubs in the three countries is managed by the government, and the development of their sports clubs needs to rely on the government's financial subsidies in the long term. At present, the development of community sports in the United States and Germany is relatively smooth, which is mainly because the two countries have regular financial support and many members. While community sports clubs in Japan are still in the initial stage of development.

At present, domestic research mainly focuses on the development status, development trend, operation and management, coaches, consumers, and other aspects of the development of large regional clubs, with relatively few in-depth case-based studies. Chengdu Tourei Swimming Club was formally established in September 2012 and has experienced rapid development from start-up to restructuring and then to the present. After the end of restructuring in March 2017, Tourei has entered a rapid development stage since 2018, with the number of clubs developing from 2 to 8, the number of employees developing from more than 100 to more than 300, and the number of members retained in each shop developing from more than 5,000 to 20,000. The reason for its rapid development is worth thinking and researching.

Therefore, it is necessary to choose the reasons for the rapid development of Chengdu Tourei Swimming Club as the object of research. Through the field investigation and research on the organization and management of Chengdu Tourei Swimming Club, its management concept, location, safety and security, club members and membership, etc., we analyze the reasons for the rapid development of Chengdu Tourei Swimming Club as well as the difficulties it faces in the development, to provide some references to the development of other swimming clubs and to facilitate the sustainable development of the club. To promote the sustainable development of the club and, at the same time, provide some reference for the development of other swimming clubs.

Conceptual Framework

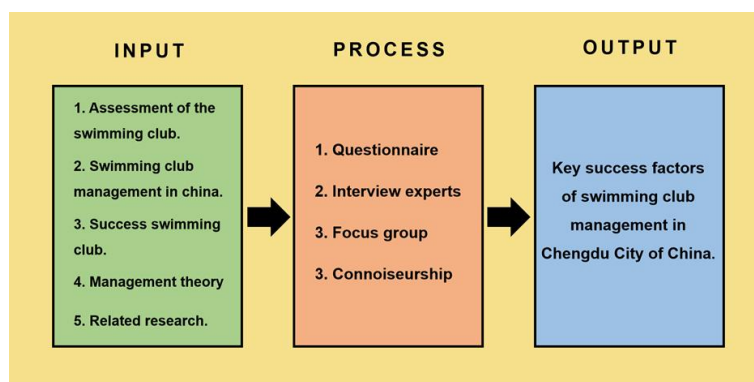


Figure 1 Conceptual Framework

Methodology

Population

The study population included the Chengdu Tourei swimming club, which has a total of 8 franchise clubs located in the “Goxin District,” “Chenghua District,” “Xindu District,” “Wuhou District,” “Wenjiang District,” and “Qingyang District.” This included 8 senior managers, 40 swimming club committee members, and 240 coaches (the entire group was used in the study). The population of members from the 8 franchise clubs totaled 21,214 people.

Sample

The samples for this research were collected from 8 swimming clubs in Chengdu, China. Referring to Taro Yamane. 400 club members were finally selected from 21,214 club members to distribute the questionnaires (50 club members from each club).

Research participants

1. 3 experts were used to determine the quality of the questionnaire. Each expert has more than five years of work experience

2. 7 experts were interviewed, including 3 experts in club management, 2 swimming club committee, 1 coach, and 1 member. (Each expert has more than five years of work experience, a Coach for senior coaches)

3. 12 experts in focus groups including 3 experts in club management, 3 swimming club management, 3 heads of swimming association, and 3 swimming teaching specialists. (Each expert has more than five years of work experience)

4. 7 experts for the connoisseurship method to determine the quality of the questionnaire. (Each expert has more than five years of work experience)

Research instrument

1. Questionnaire for Swimming clubs

The questionnaire used to survey the current situation about swimming club management would be designed under the POLC management theory, and information on the current problems from the study of related research. The questionnaire would consist of 2 parts: Part 1: Information on the status of the respondents. Part 2: The current situation of the swimming club management. This part was a 5-level scale question. Before using the questionnaire, it will be tested for validity by 3 experts, and the IOC value was 0.88-0.95, which is considered acceptable.

2. Interview form for 7 experts

The interview form is for finding ways to create key success factors of swimming club management in Chengdu city. The interview form was open-ended. Before implementation, the advisor was consulted on the appropriateness of the questions, and the quality was tested by using experts to check the language usage.

3. Focus group guideline for 12 experts

The results from the draft of the key success factors of swimming club management in Chengdu City, the People's Republic of China, will be used as a basis to be sent to experts in a focus group for selection or to provide suggestions for the guidelines drafted by the researcher.

4. Evaluation scale for 7 experts.

The expert-accepted approach was used in the focus group discussion phase to confirm the feasibility and validate the quality of the key success factors of swimming club management in Chengdu City, the People's Republic of China, by confirming them through a total of 7 experts and giving them a 5-point rating.

Data collection

1. Review the literature on factors that contribute to the success of swimming clubs, Domestic and international sports club development research, swimming club development research, swimming club business management, and other related literature.

2. Drafting of the questionnaire. Determine the quality of the questionnaire. (IOC). Distribute success factor questionnaires to members, coaches, committees, and senior managers. And proceeded to distribute questionnaires to collect data through Questionnaire Star.

3. Interviews about the factors that contribute to the success of swim clubs and the development of an assessment tool for successful swim clubs.

4. The focus group method discusses and considers the appropriateness of key success factors.

5. Summary key success factors.

6. Evaluation of the key success factors questionnaire using Connoisseurship.

Data Analysis

1. Content analysis for interview method and literature review.

2. Content analysis for analyzing the data from the focus group method.

3. Questionnaire survey data analysis: Mean, SD., and Percentage.

The Mean that was considered successful met the minimum threshold of ≥ 4.50 based on the scoring criteria of the Likert scale standards for determining grade levels. The Likert scale used in this research is as follows:

- An average score of 4.51 to 5.00 indicates a Very High

- An average score of 3.51 to 4.50 indicates a High

- An average score of 2.51 to 3.50 indicates a Moderate

- An average score of 1.51 to 2.50 indicates a Low

- An average score of 1.00 to 1.50 indicates a Very Low

Requirements for screening success factors: average value of 3.51 or higher.

4. Content analysis and descriptive analysis: Mean, SD for the Connoisseurship method.

Results

Given the problems in the management of swimming clubs investigated above, this paper summarizes the draft countermeasures by consulting domestic and foreign literature and combining them with the actual situation in Guangzhou. The researchers interviewed experts and scholars in the swimming field about the management of swimming clubs in Chengdu, China, and summarized the opinions of experts and scholars. Through the field investigation of the swimming club in Chengdu, People's Republic of China, the researchers put forward their views and countermeasures on the problems existing in the actual development and management of the club. After classification and induction, this paper puts forward the following countermeasures.

Key Success
Planning
1. Develop a detailed marketing plan and implement it in stages: First, conduct market research to understand the needs and preferences of the target audience, and then formulate specific promotion strategies according to the research results. The plan should include online and offline outreach, such as social media advertising, partner outreach, and community events. Each stage should have clear objectives and evaluation criteria to ensure the implementation and effectiveness of the plan.
2. Publish a regular email newsletter on club events and programs: Send a monthly or quarterly email to all members detailing upcoming events, club development plans, and recent highlights. Email content should be lively and interesting, including pictures and videos, to ensure that members remain interested in and follow the club's activities.
3. Establish an online platform dedicated to members to update activity and plan information promptly: create an exclusive member portal or mobile application to facilitate members to check the club's latest activity schedule and plan at any time. The platform should have interactive features that allow members to sign up for events, submit suggestions and feedback, and enhance members' sense of participation and belonging.
4. Implement an activity feedback mechanism to collect members' opinions and make improvements: collect members' feedback through an online survey or on-site questionnaire after each activity. Analyze the feedback data, summarize the advantages and disadvantages of the activity, timely adjust and improve the future activity schedule, and plan to ensure that the needs and expectations of members are met.
5. Increase the frequency and diversity of members' activities to meet different needs: according to the interests and needs of members, design various types of activities, such as sports competitions, health talks, social gatherings, and family day activities. Different types of activities are held regularly to ensure that each member can find their favorite activities and enhance their sense of participation and satisfaction.
6. Provide exclusive benefits and benefits for members to enhance member loyalty: regularly provide exclusive benefits and benefits for members, such as discount activities, priority registration rights, and VIP treatment. Through this special treatment, members feel the importance and care of the club, enhancing their sense of belonging and loyalty.
7. Use data analysis tools to accurately locate members' needs and optimize activity content: Use modern data analysis tools to collect and analyze members' participation data and feedback information. According to the data results, the needs and interests of members are accurately targeted, and the content and form of activities are optimized to ensure that each activity can attract more members to participate.
8. Train staff to improve their marketing and member communication skills: Provide regular professional training on marketing and member communication for club staff to improve their workability and service level. Through continuous learning and improvement, ensure that staff can effectively promote club activities and establish good communication and relationships with members.



Key Success
9. Hold regular question-and-answer sessions to answer members' questions about activities and plans: Arrange regular online or offline question-and-answer sessions to invite club management and event organizers to answer members' questions about activities and plans. Enhance members' understanding and trust of the club through direct communication and exchange. The Q&A session can be conducted via webcast to facilitate more members to participate and record frequently asked questions and answers for members to consult.
10. Carry out attractive member recommendation activities to expand the influence of the club: develop a member recommendation reward program to encourage existing members to recommend new members to join the club. Provide attractive incentives such as free event vouchers, gifts, and special offers to motivate members to actively participate in referrals and help the club expand its membership base and influence. At the same time, an ambassador recommendation campaign can be held to recognize and reward existing members who recommend the newest members.
Organizing
1. Formulate and publish detailed club policies and systems: Organize all policies and systems of the Club in detail in writing and publish them on the club's website and bulletin board. Ensure that each member has easy access to these documents to understand the rules of operation and management of the Club.
2. Regularly update and publish the club's schedule of events: publish a detailed schedule of events on a monthly or quarterly basis, covering all planned training, games, and social events. Keep members informed through multiple channels, including email, website, and social media, to ensure they are up to date on events.
3. Establish a transparent decision-making process: Establish an open and transparent decision-making process that allows members to understand the steps and basis for the club to make important decisions. Hold regular general meetings to report to members on the club's operation and plans, and listen to their opinions and suggestions.
4. Provide detailed financial reports: Publish the club's financial reports to members every quarter or every year, detailing the sources of income, details of expenditure, and the use of funds. Through the promotion of financial transparency, members can have a clear understanding of the club's financial situation and enhance trust.
5. Carry out member education activities: Hold member education activities regularly to introduce the policies, systems, and management processes of the club to members. Enhance members' understanding and sense of participation in the club's operations through lectures, training, and workshops.
6. Increase the transparency of activities and training programs: Invite members to participate in discussions and decisions during the development of activities and training programs to ensure that the programs meet the needs and expectations of members. Enhance member engagement and satisfaction through open discussion and transparent decision-making.
7. Provide regular management reports: The club management regularly issues management reports to members, detailing the club's operational status, management measures, and plans. Through the release of management reports, the transparency of club management and members' right to know are increased.
8. Improve the service quality of members: Enhance the service awareness and ability of staff through professional training to ensure that members can feel high-quality service in every experience of the club. Regular evaluation of service quality, timely improvement of deficiencies, and enhanced member satisfaction.
9. Increase interaction and communication opportunities among members: By holding various social activities and competitions, increase interaction and communication opportunities among





Key Success
members, and enhance the cohesion of the club and the sense of belonging of members. Activities can be diversified to meet the interests and needs of different members.
10. Organize public consultation meetings: Regularly organize public consultation meetings, inviting members to put forward opinions and suggestions on the management issues, policy adjustments, and activity arrangements of the club. Through open discussion, gather the wisdom of members and improve management measures.
Leading
1. Establish a sound employee reward mechanism: formulate transparent and fair performance evaluation standards, conduct quarterly employee performance evaluations, and give corresponding bonuses, promotion opportunities, training opportunities, and other rewards according to the evaluation results to motivate employees to continuously improve their work performance.
2. Strengthen internal communication and information sharing: Establish an efficient information transmission mechanism to ensure the smooth flow of information between all levels. Through regular department meetings, face-to-face communication meetings between management and employees, internal communication platforms, and other means, the company's policies, objectives, and important information can be transmitted promptly to improve employees' right to know and sense of participation.
3. Create a positive corporate culture: Build an employee-oriented, team-oriented, and innovative corporate culture. Through the organization of team building activities, employee care programs, corporate culture publicity, and other ways to enhance the sense of belonging and cohesion of employees, improve the efficiency of team cooperation, and the overall combat effectiveness.
4. Set up a diversified employee incentive plan: Through the establishment of annual outstanding employee selection, team competition, innovation awards, and other incentive activities, to motivate employees' enthusiasm and innovation ability. At the same time, the establishment of the staff points system according on the points to give a variety of rewards and benefits.
5. Develop a clear career development plan: Develop a personalized career development path for each employee, provide career development guidance and career planning, encourage employees to develop in the club for a long time, and enhance their career achievement.
6. Pay attention to employees' mental health and welfare: Provide psychological counseling services and stress management training to help employees relieve work pressure. Organize regular employee health check-ups, provide health insurance and fitness benefits, and care for employees' physical and mental health.
7. Set up employee suggestions and feedback mechanism: encourage employees to put forward constructive suggestions and opinions, collect employees' opinions by setting up suggestion boxes, online feedback platforms, etc., and reward valuable suggestions, timely adopt and implement rationalized suggestions.
8. Increase internal communication channels and frequency: Regularly organize all-staff meetings, departmental meetings, and cross-departmental communication meetings to ensure that information is unimpeded at all levels. In addition, an internal information bulletin board and email system are set up to communicate company policies and important notices promptly.
9. Implement scientific management processes and systems: introduce advanced management concepts and tools to optimize work processes and management systems. We can draw on the excellent management experience of benchmarking enterprises and formulate a scientific and reasonable management system in combination with the actual situation of the club to ensure the efficient development of various works and the standardization of management.



Key Success
10. Regularly organize employee satisfaction surveys: understand the needs and opinions of employees, timely adjust management strategies, and enhance employee satisfaction and sense of belonging.
Controlling
1. Establish a sound complaint handling mechanism: set up a special complaint handling department or team, which is responsible for receiving, handling, and tracking complaints of members. Establish clear complaint-handling procedures and standards to ensure that each complaint is dealt with promptly and properly.
2. Set up a multi-channel complaint feedback system: through the hotline, email, online complaint platform, suggestion box, and other channels to facilitate members to provide feedback, questions, and opinions at any time. Ensure that complaint channels are smooth and convenient.
3. Organize a regular member satisfaction survey: Organize a member satisfaction survey every quarter or half a year to collect members' opinions and suggestions on various services and management of the club. The form of an anonymous questionnaire ensures that members can freely express their true thoughts.
4. Analyze the results of the member satisfaction survey: Conduct a detailed analysis of the results of the member satisfaction survey to find out the reasons and specific problems of the members' dissatisfaction. Develop improvement plans based on survey results to continuously improve member satisfaction.
5. Timely response and resolution of member complaints: classify and prioritize complaints received, give feedback to members promptly, and solve problems within the specified time. To ensure that members' complaints and suggestions are effectively responded to and implemented.
6. Establish a communication and feedback mechanism for members: regularly organize member forums and communication meetings to listen to members' opinions and suggestions face-to-face. Through the club's official website, social media, and other channels, timely inform the members of the club's latest developments and improvement measures.
7. Improve employees' service awareness and ability: Through regular training, improve employees' service awareness and ability to handle members' complaints. Enable employees to understand how to effectively communicate and solve problems to enhance member satisfaction and loyalty.
8. Set up a member service specialist: Set up a full-time member service specialist, responsible for following up on the needs and problems of members and providing personalized services. The Member Service Officer can visit members regularly to understand the changes in member satisfaction and needs.
9. Develop a member satisfaction improvement plan: According to the results of the satisfaction survey and complaint feedback, develop a targeted member satisfaction improvement plan. Clarify the improvement objectives and measures, and gradually improve the service quality and member experience of the club.
10. Continuous improvement and optimization of the management mechanism: The member satisfaction and complaint handling mechanism shall be incorporated into the daily management work of the Club, and the management mechanism shall be continuously improved and optimized. Regularly evaluate the effectiveness of the improvement measures and continuously improve the management level and service quality of the club.
Reliability



Key Success
1. Strengthen activity organization and execution: set up a special activity organization team to ensure the smooth progress of each activity. The team should include event planning, logistics support, publicity, and promotion personnel, clear division of labor to ensure the execution of each link.
2. Set up event reservation and registration system: set up an online event reservation and registration system to facilitate members' registration for activities in advance. The system should include activity details, registration process, confirmation notification, and other functions to improve the convenience and participation rate of members.
3. Provide flexible activity time choice: consider the different time arrangements of members, and provide multiple activity choices. As an activity is held in different periods, it is convenient for members to choose the appropriate time to participate according to their circumstances.
4. Increase the frequency of members' activities: According to the needs and feedback of members, increase the frequency of members' activities and ensure that there are fixed activities every month or every quarter to maintain members' activity and sense of participation.
5. Reward active members: Reward members who actively participate in activities and provide constructive suggestions, such as points, gifts, free courses, etc., to encourage members to actively participate and interact.
Responsiveness
1. Establish a clear complaint-handling process: Develop a detailed complaint-handling process, including complaint acceptance, investigation, processing, feedback, and other links, to ensure that each complaint has standardized handling steps and time nodes.
2. Set up a special complaint handling department: set up a special complaint handling department or team, which is responsible for receiving, investigating, and handling complaints of members, to ensure the professionalism and standardization of complaint handling work.
3. Establish a complaint tracking system: Establish a complaint tracking system to record the acceptance, handling, and resolution of each complaint to ensure that each complaint has a complete handling record and tracking feedback.
4. Open and transparent complaint handling results: Publicize the progress and results of complaint handling within the Club and on the official website to increase transparency and credibility, so that members can understand the importance and handling of complaints by the Club.
5. Set up a member complaint hotline and a specialist: set up a member complaint hotline and arrange for the specialist to answer and handle the complaints of members to ensure that the complaints of members are paid attention to and dealt with promptly.
Empathy
1. Develop personalized fitness plans: Develop personalized fitness plans for members of different ages and health conditions. It includes regular assessment of members' health status and fitness goals, and the design of suitable fitness programs according to the evaluation results.
2. Expand the types of fitness courses: increase the diversity of fitness courses to cover the needs of different age groups and health levels. For example, soft fitness courses for elderly members, competitive training courses for teenagers, and so on.
3. Hire professional fitness instructors: Hire a team of qualified and experienced fitness instructors who can provide personalized fitness guidance and advice for different health conditions and age groups.



Key Success
4. Regular health lectures and training: Organize regular health lectures and fitness training, invite experts to share health management, nutrition guidance, and other knowledge, and increase members' awareness and understanding of health.
5. Establish a health file and tracking system: establish a member's health file and fitness tracking system, record the member's health data and fitness progress, and provide data support for the development of personalized fitness plans.
Assurance
1. Formulate strict information protection policies: Establish and implement strict member information protection policies, clearly specify the principles of collection, use, storage, and sharing of member information, and ensure compliance with relevant laws and regulations.
2. Strengthen information confidentiality awareness training for employees: Conduct information confidentiality awareness training for all employees regularly, including best practices for data processing and storage, as well as operational norms for handling sensitive information.
3. Establish a secure information storage and management system: Adopt a safe and reliable information storage and management system to ensure the security and integrity of member information during storage and transmission and prevent the risk of information disclosure.
4. Establish access control and authority management: Establish a strict access control mechanism and authority management system, so that only authorized personnel can access and process specific types of member information, to ensure information security and privacy.
5. Strengthen network security protection measures: Adopt advanced network security technology and protection measures to protect the Club's information system from unauthorized access and attacks and prevent members' information from being illegally obtained.
Accessibility
1. Set up a facility maintenance and management team: set up a special facility maintenance and management team, responsible for regular inspection, maintenance, and repair of facilities and equipment in the club, to ensure the stability and safety of facility operation.
2. Develop facility maintenance plans and cycles: Develop detailed facility maintenance plans and cycles, including routine maintenance, regular inspection, and overhaul plans, and make scientific arrangements according to the use of equipment and the degree of aging.
3. Strengthen staff facility maintenance training: provide regular training and skill upgrading for facility maintenance personnel, improve their equipment operation and maintenance skills, and ensure the professionalism and quality of facility maintenance.
4. Improve facility sustainability management: Adopt sustainable management measures, such as energy conservation, emission reduction, resource recycling, etc., to reduce facility operating costs and extend facility service life.
5. Regular facility safety inspection: Regularly organize facility safety inspections, including fire safety, electrical equipment safety, swimming pool water quality safety, etc., to ensure that facilities comply with safety standards and regulations.

The results identify the key success factors for the management of the Chengdu Swimming Club in the People's Republic of China.

To ensure the accuracy and professionalism of the successful management of the Chengdu Swimming Club, this study invited a total of 7 experts, including 3 university swimming professors, 2 managers of the Chengdu Tennis Club, and 2 leaders of the Chengdu Swimming Association. The final management was determined by the connoisseurship method. Since the expert consultation, all experts have accepted all the management strategies of the Chengdu Swimming Club. It can be used in practice,



has reliable quality, suitable for local operation and promotion in the Chengdu area. Verified by experts, the success factor is credible and available.

Discussion

In planning, the key success components included: 1. Developing a detailed marketing plan and implementing it in stages; 2. Publishing a regular email newsletter on club events and programs; 3. Establishing an online platform dedicated to members to update activity and plan information promptly. When swimming pool management funds needed to be recovered, the capital investment was large, the cost was high, and the management pressure was great. In organizing, the key elements of success were: 1. Establishing a transparent decision-making process; 2. Providing detailed financial reports; 3. Conducting member educational activities and enhancing the transparency of activities and training programs. This was consistent with Fang's (2005) findings in Nanjing Part of the Swimming Pool Lifeguard Status Quo Survey and Research, which showed that some lifeguards in Nanjing City had a weak sense of safety, poor professional skills, and insufficient mastery of life-saving equipment.

In reliability, important elements of success included: 1. Strengthening activity organization and execution; 2. Establishing an event reservation and registration system; 3. Providing flexible activity time options. This was in line with He's (2017) findings in The Development Experience and Enlightenment of Sports Clubs in Developed Countries, which noted that the earliest sports clubs in Europe formed the foundation for the development of sports in many European countries. Governments promoted the development of sports clubs through various financial support measures, formulated management systems, leveraged the active roles of sports volunteers and social sports instructors, promoted sports club development, and stimulated the vitality of mass sports. In empathy, the key elements of success included: 1. Developing personalized fitness plans; 2. Expanding the types of fitness courses; 3. Hiring professional fitness coaches. This was in line with Ding's (2013) findings in the Study on the Safety and Security of Swimming Venues in Quanzhou City, which pointed out that the architectural and structural design of swimming pools should fully consider safety and usability, avoiding irregular designs with numerous monitoring and control blind spots. Swimming pools were advised to purchase sufficient life-saving equipment for lifeguards and equip an appropriate number of lifeguards within a certain water surface area, as per relevant national provisions.

Recommendation

1. Suggestions for this Research and Practical Application

1.1 When implementing these key factors, swimming clubs must align them with the local development situation. This includes considering factors such as market demand, competition, and regional preferences.

1.2 Continuous evaluation of the implementation process will help identify areas for improvement and adjustment, enhancing the overall management practices in each club.

2. Suggestions for Future Research

2.1 As swimming clubs vary significantly in terms of size, location, and target demographics, future studies should assess the applicability and scientific rigor of these key factors in different contexts, ensuring that they are effective across diverse environments.

2.2 Future research should also explore ways to refine and improve the management and development models based on expert insights, empirical data, and practical feedback. This ongoing development will help clubs achieve higher profitability, contribute to the growth of the swimming industry, and support the long-term development of swimming sports across China.

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