

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292.
Ефективна економіка. 2025. № 4.

DOI: <http://doi.org/10.32702/2307-2105.2025.4.77>

УДК 330.1

A. Halynska,

PhD in Economics, Associate Professor, Associate Professor of the Department of Management named after L. I. Mykhailova, Sumy National Agricultural University

ORCID ID: <https://orcid.org/0000-0002-0369-818X>

Zhao Bingxu,

Post graduate student, Sumy National Agricultural University

ORCID ID: <https://orcid.org/0000-0002-3562-1507>

SWOT ANALYSIS OF SOCIALIZED FUNCTIONING AND MANAGEMENT OF UNIVERSITIES SPORTS FACILITIES IN CHINA

A. B. Галинська,

к. е. н., доцент, доцент кафедри менеджменту імені професора Л.І.

Михайлової, Сумський національний аграрний університет

Чжао Биньсюй,

аспірант, Сумський національний аграрний університет

SWOT - АНАЛІЗ СОЦІАЛІЗОВАНОГО ФУНКЦІОНУВАННЯ ТА УПРАВЛІННЯ СПОРТИВНИМИ СПОРУДАМИ УНІВЕРСИТЕТІВ У КИТАЇ

The article examines the essence of the category of functioning and management of university sports facilities, including two aspects: socialization of service facilities and service objects.

This article uses the method of literature review to analyze the main modes of functioning and management of university sports facilities, as well as the essence of their socialization. A SWOT analysis of internal and external factors in the process of property management of socialized university sports facilities is conducted, on the basis of which, taking into account different location options and combinations of the results obtained, four strategies are proposed to promote the high-quality development of their property management. This allows us to provide recommendations for improving the current property management of socialized university sports facilities. Given the diversity of service recipients, the complexity of management processes and the uncertainty of risk factors of the external environment, the proposed measures will help overcome adverse conditions and minimize threats.

Socialized property management of sports facilities at universities involves the involvement of universities of social enterprises to provide property management services. This approach introduces modern enterprise management concepts, meets the conditions of a market economy, and contributes to improving the competitiveness of university sports facilities.

There are certain advantages in the field of sports talent management, and we can provide professional recommendations and consultations for teachers, students and third-party users. Various categories of professional sports specialists can

provide relevant support in the field of management of tools, methods of use and technical maintenance of university sports facilities.

Socialized management of sports facilities in universities can rely on the internal personnel advantages of universities, in particular, on teachers of sports faculties and relevant specialized departments, to provide expert support in the management of sports facilities.

У статті досліджено сутність категорії функціонування та управління університетськими спортивними об'єктами, включаючи два аспекти: соціалізацію закладів обслуговування та об'єктів обслуговування.

Ця стаття застосовує метод літературного огляду для аналізу основних режимів функціонування та управління університетськими спортивними об'єктами, а також сутності їх соціалізації. Проведено SWOT-аналіз внутрішніх і зовнішніх чинників у процесі управління майном соціалізованих університетських спортивних об'єктів, на основі якого, з урахуванням різних варіантів розташування та комбінацій отриманих результатів, запропоновано чотири стратегії для сприяння високоякісному розвитку управління їхнім майном. Це дозволяє надати рекомендації для покращення поточного управління майном соціалізованих університетських спортивних об'єктів. З огляду на різноманітність отримувачів послуг, складність управлінських процесів та невизначеність ризикових факторів зовнішнього середовища, запропоновані заходи сприятимуть подоланню несприятливих умов і мінімізації загроз.

Соціалізоване управління майном спортивних об'єктів в університетах передбачає залучення університетами соціальних підприємств для надання послуг з управління майном. Цей підхід впроваджує сучасні концепції управління підприємствами, відповідає умовам ринкової економіки та сприяє підвищенню конкурентоспроможності університетських спортивних об'єктів.

Існують певні переваги у сфері управління спортивними талантами та можемо надавати професійні рекомендації й консультації для викладачів, студентів і сторонніх користувачів. Різні категорії професійних спортивних фахівців можуть забезпечувати відповідну підтримку у сфері управління інструментами, методами використання та технічного обслуговування університетських спортивних об'єктів.

Соціалізоване управління майном спортивних об'єктів в університетах може спиратися на внутрішні кадрові переваги університетів, зокрема на викладачів спортивних факультетів та відповідних спеціалізованих кафедр, для забезпечення експертної підтримки в управлінні спортивними об'єктами.

Keywords: Universities; Sports facilities; Sports venues; SWOT analysis; Business management, management, high-quality development, effectiveness.

Ключові слова: університети; спортивні об'єкти; спортивні споруди; SWOT-аналіз; управління бізнесом, управління, високоякісний розвиток, ефективність.

Statement of the problem and its relevance. The construction of sports facilities in universities is of great significance to the development of universities. As an essential venue and resource for conducting sports activities, the main purpose of university sports facilities is to carry out physical education teaching activities, allowing students to engage in sports or daily activities and exercise within the venue.

However, with the continuous development of China's economy, sports facilities in universities have added new uses and gradually entered the trend of socialized and market-oriented operation, following the pace of the development of the times.

With the development of socialization in university logistics, the departments responsible for managing sports facilities within universities have shown diversity, mainly including sports, logistics, state-owned assets, and other departments. Due to the new development trend of logistics departments managing university sports venues and facilities, this model incorporates university sports facilities into the scope of "big logistics" and introduces social property enterprises to operate and manage university sports facilities [1, p. 44-45; 2, p. 44]. At present, the relevant documents issued by the country strongly support the social opening of university sports venues and facilities. Socialized university sports venue properties have more open, operational, and complex characteristics in the process of operation and management. [3, p. 9-12].

Analysis of recent research and publications. SWOT analysis, also known as situational analysis, was first developed by Professor H. Weihrich from the University of San Francisco in the United States. It was proposed in the early 1980s

and widely applied it in the field of strategic management. Development of international experience was carefully described by Li Deyi and Lu Hengbo.

Chen Kun, Chen Peifeng, Lin Yongqin analysed modern stadium management techniques. In this article their ideas will be used as a basis in order to develop strategies for future improvement. This analysis method is commonly used as an internal analysis method for enterprises, which involves analyzing the established internal conditions of the enterprise to identify its strengths, weaknesses, and core competitiveness. The SWOT model refers to an effective tool for managers to conduct objective analysis and scientific judgment in management. Managers are required to comprehensively consider various factors such as external environment and internal conditions in their management work, in order to conduct systematic evaluations. The scientific research is highlighted in works of Shen Hongming, Wang Yunlu, Liu Jianfeng, Rahim M.A.

This article conducts a SWOT analysis of the internal and external factors of property management in socialized university sports halls in China, in order to provide reference for their high-quality development.

Highlighting previously unresolved parts of the overall problem. At present, universities have established large sports venues, which not only require a large amount of investment during the construction process, but also incur certain costs in subsequent use, such as venue maintenance fees, labor management fees, etc. In order to reduce the expenses of sports venues, some universities are exploring new management models. The management model of "using venues to support venues" has emerged and achieved good results. Colleges and universities use sports stadium

management centers for operation and management, and need to establish a corresponding full-time director responsibility system. Personnel from the school's sports departments will not participate in the management, and the main responsibility for daily venue maintenance and upkeep is the sports stadium director.

However, this management model has some shortcomings. Although it enhances the utilization rate of sports venues and emphasizes the use cost and revenue generation, it will to some extent affect the situation of physical education teaching and the effectiveness of physical training, often resulting in course collisions [4, p. 128-129].

The formation of purpose of the article. Universities have physical education departments or departments that require daily use of sports venues. University sports venues not only undertake the daily training and teaching of sports majors, but also serve as venues for various sports competitions. In order to make sports scheduling more reasonable and venue maintenance more convenient, schools are more willing to entrust the use and management rights of venues to sports departments or sports colleges. This management model does not adopt external business operations, and it has obvious advantages. It can effectively ensure the use time of teachers and students' sports venues, and enable the orderly development of sports professional teaching and training as well as teaching activities. The disadvantage of entrusting the management to the sports department is that if the sports venue equipment is damaged, it is difficult to repair it in a timely manner, and the corresponding repair work can only be carried out with the permission of the school. Moreover, the

invited repair personnel do not understand the principles of repairing sports venue facilities and equipment, which affects the normal use after repair [5, p. 119-121].

Presentation of the main research material. Through literature review, it was found that socialized university sports venues include two aspects: one is the socialization of service institutions; The second is the socialization of service recipients [6, p. 72-77; 7, p. 29-33]. Only when university sports venues adopt a socialized management and service model, and provide open services to society, can they be called fully socialized university sports venues.

The socialization of service institutions refers to universities hiring social enterprises to provide property services for sports venues through entrusted management, contract leasing, joint venture cooperation, and other means. A survey from 52 universities across the country showed that 26.92% chose the contract leasing model; A survey from 20 universities in Hubei Province shows that 20% choose the cooperative and commissioned business model. A survey from 94 universities in some provinces shows that sports venues managed by logistics departments account for 19.1% [8, p. 63-66.]. The service content covers venue management, environmental sanitation, order maintenance, equipment operation, facility maintenance, and other aspects.

The socialization of service recipients refers to the provision of venue services to members of society in university sports venues, with the support of national policies, on the premise of meeting their teaching and other activities, in a free or paid manner. In recent years, the government has successively introduced policies to support the opening of school sports venues to the public. Such as the "Several

Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption", "Implementation Opinions on Promoting the Opening of School Sports Venues to the Society", "Opinions on Promoting National Fitness and Sports Consumption to Promote the High-quality Development of the Sports Industry", etc. more and more university sports venues are serving society in a paid or unpaid manner. The service content includes individual and group venue services, such as mass fitness, sports events, gatherings, and exhibitions.

The SWOT analysis method analyzes from four perspectives: strength (S), weakness (W), opportunity (O), and threat (T). Advantages and disadvantages are internal factors of an organizational structure. Advantages include favorable trends, sufficient sources of funding, etc. The disadvantages include aging equipment, chaotic management, and shortage of funds. Opportunities and threats are external factors of an organization. Opportunities include new products, new markets, new demands, etc. Threats include changes in industry policies, changes in customer preferences, and unexpected events. According to the concept of enterprise competitive strategy, strategy should be an organic combination between what an enterprise can do (i.e., the strengths and weaknesses of the organization) and what it can do (i.e., opportunities and threats in the environment).

The school brand is one of the core competitive strengths in the operation of sports venues in universities. As is well known, the high-end competition mode of foreign enterprises is cultural competition, and only culture can maintain the core competitiveness of long-term differentiation of enterprises. Ordinary universities generally have a history of several decades since their establishment, and the

school's "brand" can be said to be well-known in the local area. If venue management is combined with the school's brand and cultural concepts, then with the help of the school's "unity, practicality, education, innovation" and other concepts, one can establish their own cultural brand.

Universities have various indoor and outdoor facilities that may meet their own usage needs. Both the infrastructure and functional use of venues have significant advantages. Meanwhile, in order to enhance their influence and increase the visibility of campus sports venues, most schools will build sports venues with certain characteristics to attract people's attention. For example, basketball courts, swimming pools, volleyball courts, large comprehensive venues, etc. can meet the needs of students and external personnel, increase the utilization rate of sports venues, and thereby increase the revenue of university sports venues, which will be used in future construction [9, p. 30-31]. These venue facilities and resources form an internal advantage in the management and operation of sports venues in universities, which other types of properties do not possess.

Socialized property management of sports venues in universities refers to the introduction of social enterprises by universities to provide property management services. Compared with the self-managed management mode of public institutions in universities, it has modern enterprise management concepts and advantages, conforms to market economy conditions, and can enhance the competitiveness of sports venues in universities.

Universities are gathering places for various professional talents and have unique advantages in the form of university property management. Not only do we

have highly qualified physical education teachers, but we also have relevant sports talents, as well as professional sports coaches. We have certain advantages in sports talent management and can provide professional guidance and suggestions for school teachers, students, and outsiders. Various types of professional sports talents can provide corresponding assistance for the management tools, usage methods, and maintenance work of university sports venues. Especially when conducting external business operations, using professional guidance personnel as a gimmick can effectively attract more social groups. Socialized property management of sports venues in universities can rely on the inherent talent advantages of universities, such as teachers from sports departments and relevant colleges, to provide guidance for property management of sports venues in universities.

Universities are the cradle of talent cultivation and are often seen as a small society that exists far away from the mundane and detached from the real world. Therefore, a considerable number of people believe that university sports venues belong to pure public welfare nature, and once market-oriented operation is implemented, it will damage the pure image of universities. This concept of insisting on the public welfare of university sports venues will inevitably have an impact on the social operation of sports venues. Secondly, the ownership of micro entities in China's university sports industry, such as sports clubs, is controlled by the school and is not an independent legal entity of its own. It cannot truly achieve self-operation, self-financing, self-restraint, and self-development market-oriented operation, and there is no effective corporate governance structure formed internally, which has a strong dependence on the school.

Firstly, property management of sports venues in universities is still a labor-intensive industry, and labor costs are difficult to significantly decrease in the short term. Secondly, the property management fees of universities are funded by the government, which determines that the acquisition of property management projects for university sports venues relies on government procurement and bidding. However, due to the influence of procurement policies such as bidding, the accounting basis for property management fees of university sports venues is mainly based on labor costs.

If the use function of university sports venues is expanded and they are operated externally for use by the public, it will increase the frequency of use of university sports venues to a certain extent. At the same time, the influx of personnel from outside the school, due to their lack of understanding of the use of venue facilities and equipment, as well as insufficient care for sports facilities, can lead to a significant reduction in the service life of sports facilities in sports venues, affecting the operation of sports venues in the future. In addition, the external operation and management of university sports venues will inevitably be affected by public opinion. External personnel may not have enough understanding of the venues, and conflicts with internal personnel are inevitable during exercise, which will directly affect the safety of university students and teachers, and to some extent affect people's exercise in the venues. After the socialization of university sports venues is put into use, the facilities and equipment of the venues will show a trend of aging year by year, requiring preventive and regular maintenance to ensure their normal

operation. Therefore, the operation and maintenance funds will increase year by year, bringing a heavy burden to property management.

The funds for the property management of socialized sports venues in universities, in addition to the operating funds such as labor costs, energy costs, material costs, etc. paid by universities to property service enterprises according to the contract, only come from the paid use of venue venues and the income brought by affiliated commercial operations. In the operation and management of sports venues in universities, the management of indoor venues is well-organized and relatively easy to manage, but the management of outdoor venues in universities is more difficult to carry out. This is because the outdoor sports venues in universities have a relatively large area and a wide range of sports activities, making it convenient for personnel to enter and exit. At the same time, the management of security personnel for outdoor sports venues in some universities is not perfect enough, and off campus personnel do not need to register when entering and leaving the school, which can cause confusion among personnel and directly lead to difficulties in implementing the operation and management of outdoor sports venues in universities.

Winter Olympics promote further development of ice and snow sports on campus. In 2016, Beijing issued the "Opinions on Accelerating the Development of Ice and Snow Sports (2016-2022)", and in 2018, the Beijing Municipal Education Commission and the Beijing Municipal Finance Bureau issued the "Notice on Issuing the Management Measures for Supporting the Development of Campus Ice and Snow Sports Projects in Beijing (Trial)", which strongly supported the

development of ice and snow sports on campus. The 14th Five Year Plan for Sports Development proposes to promote and popularize ice and snow sports, and to do a good job in the top-level design of bringing ice and snow sports into campuses. The successful hosting of the 2022 Beijing Winter Olympics is bound to drive the further development of ice and snow sports on university campuses.

The implementation of the Healthy China construction and the National Fitness Program policy has brought new development opportunities for the property management of sports venues in universities. In 2016, the Central Committee of the Communist Party of China and the State Council issued the "Healthy China 2030 Plan Outline", proposing to "promote the free or low-cost opening of public sports facilities, ensure that all public sports facilities and sports facilities of enterprises and institutions that meet the opening conditions are open to the society." In August 2021, the State Council issued the "National Fitness Plan (2021-2025)", proposing to increase the supply of national fitness facilities, widely carry out national fitness events, improve the level of scientific fitness guidance services, stimulate the vitality of sports social organizations, promote the development of health activities for key populations, promote the high-quality development of the sports industry, promote the integrated development of national fitness, and create a social atmosphere for national fitness.

With the development of information technology, the application of "5G", artificial intelligence, big data, Internet of Things and mobile Internet technology in the field of property management, university logistics property is also moving towards digital and intelligent development. The property management of university sports venues is a part

of the logistics property management of universities. Under the new development trend, the opportunities of digitalization and intelligence will definitely promote the transformation and upgrading of university sports venue property.

From the perspective of microeconomic principles, an increase in substitute goods with similar properties or uses will affect the elasticity of demand for sports consumption. In recent years, the rapid development of leisure and entertainment industries such as karaoke, sauna, and concerts has had a certain impact on the sports, fitness, and entertainment industry. According to surveys, the total cost of mass sports consumption in developed cities in China is close to 1:2 compared to the total cost of other leisure and entertainment industries. The increase in substitute goods will replace some of the sports consumption content. Secondly, with the continuous growth of sports and cultural consumption demand among urban residents in China, it has stimulated social investment in the sports and fitness industry. Sports and fitness clubs across the country have sprung up like mushrooms after rain, and the increase of similar competitors will bring even more fierce competition to the operation and management of university sports venues.

The service targets of socialized university sports venues include teachers, students, staff, and the general public. The property management of socialized university sports venues not only serves teachers, students, and other administrative staff on campus, but also serves the general public and groups, presenting a diverse population structure.

Socialized university sports venues not only need to ensure on campus teaching, training, clubs, gatherings and other activities, but also shoulder the mission of

public fitness and serving society, and put forward higher requirements for property management. On the basis of safeguarding property, the content of operational services has been added, making the service affairs more complicated.

Due to the diversity of service recipients and the complexity of service affairs, it brings uncertain risks to socialized university sports venues. The risk of epidemic caused by the diversity of population structure, the risk of teaching accidents caused by the complexity of affairs, and the risk of various emergencies.

Through SWOT analysis of property management of socialized services for university sports facilities, it can be seen that the main body of socialized services for university sports facilities will tend to diversify (as shown in Table 1). Compared to advantages and disadvantages, and opportunities and risks, it is obvious that advantages outweigh disadvantages, and opportunities outweigh threats (i.e. risks).

Table 1. Result of SWOT analysis

Strength	Weakness	Opportunity	Threat
Abundant resources Information advantage Talent advantage Main advantages Security advantages	Labor costs are at a high level Venue facilities are aging year by year Single source of funding channel	Winter Olympics boost Building a Healthy China Implementation of the National Fitness Program Digitalization and intelligent resource allocation Diversification of subjects Enhanced purchasing power	Diversity of service recipients Complexity of service affairs Risk of uncertainty

Source: Prepared by author

On the basis of in-depth analysis of the S, W, O, and T aspects of property management in socialized university sports venues, internal and external factors are cross combined to construct an analysis matrix for socialized university sports venue property management and derive development strategies.

Seize the opportunity of national policy support and the development of the times, adhere to the modern service concept, utilize venue resources, leverage talent advantages, and comprehensively promote the upgrading of property management of socialized university sports venues. One is to seize the opportunity of ice and snow sports entering the campus, and on the premise of ensuring the use of the campus, utilize existing venue resources to carry out ice and snow related service projects. The second is to implement the concept of a healthy China and comprehensive fitness, and further expand the openness to society. The third is to use digital technology to create smart venues, making sports full of technological content, such as monitoring, collecting, and reporting feedback on personnel sports data. The fourth is to leverage the advantages of enterprise management and strive to obtain relevant operational qualifications for the sports industry. The fifth is to hire professional teachers from the sports department to guide campus ice and snow sports and national fitness, open to paid members of society, and expand funding sources.

By utilizing digital and intelligent technological means, we aim to enhance the technological application capabilities of socialized university sports venues, empower the intelligent construction of socialized university sports venues, thereby reducing labor costs, updating old facilities, innovating marketing methods, and

expanding funding sources. One is to cater to policies such as ice and snow sports, Healthy China, and national fitness, further expand the degree of openness to society, broaden funding sources, and make up for labor and facility renewal costs. The second is to adopt intelligent technological means to replace traditional manual labor with artificial intelligence, such as compressing security, venue management, and business personnel through facial recognition, venue reservation, digital marketing, and other methods, reducing labor costs. The third is the organic integration of information technology applications with the upgrading of old facilities, and the elimination of outdated equipment. The fourth is to use information technology to create new marketing methods and generate more revenue.

Faced with the diversity of service recipients, the complexity of service affairs, and uncertain risk factors in the external environment, only by improving the governance of personnel, finance, and materials in the management of socialized sports venues in universities can we reverse the disadvantageous situation and minimize threats. One is to adopt part-time job positions to reduce labor costs; Secondly, we must adhere to a performance oriented approach, adopt competitive employment and establish incentive mechanisms to achieve the principle of 'more work, more work, more rewards'; The third is to use funds reasonably, complete more tasks with limited funds, establish an emergency management fund system, and use funds on the "cutting edge"; The fourth is to reduce the idle time of equipment and facilities, extend the service life of equipment and facilities, and reduce expenses such as material consumption and energy.

Conclusion. In summary, in the SWOT analysis of property management of sports venues in universities, it is not only necessary to analyze the existing resources and talent advantages, but also to analyze the problems, safety of teachers and students, and service life of sports venues. Universities should actively carry out the construction of sports venues, proactively apply for construction funds from relevant departments, in order to update the facilities of sports venues and ensure the safety of teachers and students in the school. At the same time, universities need to explore management models that are suitable for their own development based on their actual situation, balance the relationship between external personnel and teachers and students, improve the comprehensive quality of venue management personnel, and gradually diversify the operation mode of university sports venues, promoting the development of university sports venues. By adjusting and optimizing the layout, innovate the property management mechanism of socialized university sports venues. One is to utilize the abundant venue resources and adopt a time-sharing, zoning, venue specific, and venue specific approach to meet the venue usage needs of various personnel such as on campus and off campus, faculty and students, the public, and organizations. The second is to introduce advanced management concepts and models based on the site resources, such as system management methodology, grid management methods, etc., to implement refined management of complex affairs. The third is to utilize the advantages of various professional talents such as sports, management, and engineering in universities to conduct pre-risk identification and assessment of uncertain risk factors, and

establish management mechanisms for emergency response and disposal of sudden events.

Література

1. Кецін, Ч. та Ліхуа, Ч. (2004), «Соціалізація управління спортивною інфраструктурою у вищих навчальних закладах», *Дослідження логістики в китайських університетах*, № 1, с. 44-45.

2. Чжан, Л. та Нін, Ч. (2010), «Постійне поглиблення сервісної діяльності соціальних підприємств у сфері обслуговування університетських спортивних об'єктів», *Дослідження університетської логістики*, № 4, с. 44-45.

3. Чжан, Ю. (2021), «Побудова моделі управління і обслуговування «Великої логістики» під керівництвом партійного будівництва у вишах», *Дослідження університетської логістики*, № 4, с. 9-12.

4. Чжан, Ч. (2018), «Дослідження поточного стану та заходів щодо експлуатації та управління університетськими спортивними спорудами», *Технологічні новини*, № 16, с. 128-129.

5. Чжаншен, Ч. та Хе, Ч. (2018), «Аналіз доцільності впровадження моделі ДПП у спортивні об'єкти університетів з точки зору SWOT-аналізу», *Журнал Цзюцзянського університету (природничі науки)*, № 33, с. 119-121.

6. Техуань, С. та Юнпін, Ю. (2017), «Функція соціального обслуговування спорту у закладах вищої освіти: напрями розвитку та аналіз принципів», *Журнал Пекінського спортивного університету*, № 10, с. 72-77.

7. Веньхуа, Л. та Веймін, К. (2019), «Спільне використання ресурсів: дослідження моделі соціального обслуговування університетських спортивних об'єктів – на прикладі університету Цзімей», *Дослідження у сфері спортивної науки*, № 1, с. 29-33.

8. Лі, Ж. (2019), «Дослідження практичних труднощів та шляхів розвитку соціалізованих послуг у сфері університетських спортивних споруд у контексті теорії публічного сервісу», *Журнал Гуанчжоуського спортивного університету*, № 4, с. 63-66.

9. Тао, Л. (2018), «Аналіз моделі ДПП для експлуатації університетських спортивних об'єктів на основі SWOT-аналізу», *Фінанси і економіка (академічне видання)*, № 19, с. 30-31.

References

1. Keqin, Z. and Lihua, Z. (2004), “Socialization of Sports Venue Facility Management in Universities”, *Research on Logistics in Chinese Universities*, vol. 1, pp. 44-45.

2. Zhang, L. and Ning, C. (2010), “Continuously deepening the service of social property service enterprises in university sports venues”, *University Logistics Research*, vol. 4, pp. 44-45.

3. Zhang, Y. (2021), “Construction of “Big Logistics” Management and Service Model under the Guidance of Party Building in Universities”, *Research on University Logistics*, vol. 4, pp. 9-12.

4. Changqing, Z. (2018), "Exploration of the Current Situation and Countermeasures of the Operation and Management of University Sports Venues", *Technology News*, vol. 16, pp. 128-129.
5. Changsheng, Z. and He, Z. (2018), "Feasibility analysis of introducing PPP model into university sports venues based on SWOT analysis perspective", *Journal of Jiujiang University (Natural Science Edition)*, vol. 33, pp. 119-121.
6. Tiehuan, S. and Yongping, Y. (2017), "Social Service Function of Sports in Higher Education Institutions: Development Direction and Principle Analysis", *Journal of Beijing Sport University*, vol. 10, pp. 72-77.
7. Wenhua, L. and Weiming, Q. (2019), "Resource Sharing: Exploring the Social Service Model of University Sports Venues - Taking Jimei University as an Example", *Sports Science Research*, vol. 1, pp. 29-33.
8. Li, J. (2019), "Research on the Practical Difficulties and Development Path of Socialized Services in University Sports Venues under the Theory of Public Service", *Journal of Guangzhou Sport University*, vol. 4, pp. 63-66.
9. Tao, L. (2018), "Analysis of PPP Model for the Operation of University Sports Venues Based on SWOT Analysis", *Finance and Economics (Academic Edition)*, vol. 19, pp. 30-31.

Стаття надійшла до редакції 14.04.2025 р.