

# Operational Experience and Reflection on the University Cycling Club Entrepreneurship Project

Xueliang Shan\*, Xinyu Zhou

Yingkou Institute of Technology, Yingkou, 115014, China

\*Corresponding author: 18841730012@163.com

**Abstract:** University cycling club entrepreneurship projects commonly face challenges such as high member mobility, limited resource acquisition, and low organizational standardization. This paper conducts research from three aspects: operational framework design, experience extraction, and reflection optimization. It constructs a hierarchical member management system, a full-cycle activity process, and an internal and external resource network on campus. It also extracts retention strategies driven by community identity, low-cost and high-engagement activity models, and risk emergency mechanisms. Furthermore, it identifies the issues of operational efficiency bottlenecks and the imbalance between commercialization and value realization, and proposes optimization paths such as modular division of labor, knowledge accumulation, tiered filtering of commercial cooperation, and evidence-driven trial and error. The study shows that the above framework can achieve stable operation and self-renewal under limited resource conditions, providing a referential operational logic for similar projects.

**Keywords:** University Cycling Club; Entrepreneurship Project; Operational Framework; Community Identity; Risk Management

## Introduction

The university cycling club entrepreneurship project possesses both the autonomous nature of a student association and the operational characteristics of a micro-entrepreneurial organization. Its successful operation holds significant value for cultivating college students' organizational management abilities, team collaboration awareness, and risk response competencies. However, existing research on student entrepreneurship mostly focuses on technology-based or commercial service projects, paying insufficient attention to the operational rules of sports-oriented entrepreneurship projects that are based on interest communities and characterized by low capital investment. In actual operation, university cycling clubs often encounter practical difficulties such as high member turnover, low activity organization efficiency, single resource acquisition channels, and an imbalance between commercialization and public welfare, which urgently require systematic operational experience summarization and reflection. This paper takes the university cycling club entrepreneurship project as the research object and conducts an analysis from three dimensions: operational framework design, experience extraction, and reflection optimization. It aims to reveal the core operational logic of such projects in terms of member stratification, activity processes, resource networks, user retention, cost control, and risk response, and to propose optimization pathways for issues such as efficiency bottlenecks and value imbalances. This study has necessary theoretical significance and operational guidance value for enriching the typology of college student entrepreneurship projects and improving the survival rate and operational quality of university interest-community-based entrepreneurship projects.

## 1. Operational Framework Design for the University Cycling Club Entrepreneurship Project

### 1.1 Construction of a Hierarchical Member Management and Incentive Mechanism

The university cycling club entrepreneurship project faces the significant characteristics of high member mobility and varying levels of participation depth. Establishing a scientific hierarchical management system becomes the foundational part of the operational framework. Based on three dimensions (cumulative cycling mileage, frequency of activity participation, and skill assessment level),

the project divides members into three levels: observing members, formal members, and core members. Observing members are mainly those who are new to cycling, and they enjoy basic activity participation rights and information access permissions. Formal members are required to complete safety training and a certain mileage assessment, and they possess the qualifications to independently participate in long-distance cycling and receive club equipment. Core members are composed of members with rich cycling experience and stable time commitment, and they assume functional roles such as team leaders, mechanics, or route planners. The project sets clear promotion conditions and periodic evaluation mechanisms between each level to ensure that the stratification standards are quantifiable and traceable<sup>[1]</sup>.

The design of the incentive mechanism needs to avoid over-reliance on material rewards and instead focus on intrinsic motivation stimulation and social value creation. The point system serves as the core incentive tool: members earn points through behaviors such as participating in training rides, completing route check-ins, and assisting with logistics, and the points can be exchanged for cycling accessories, maintenance services, or the right to register for popular activities on a priority basis. At the same time, the project introduces a hierarchical identification system, in which members at different levels have differentiated visual identifiers on the club's online community and physical cycling jerseys, thereby strengthening their sense of identity and honor. The project regularly holds non-competitive recognition activities such as "Monthly Mileage King" and "Best Team Leader" to transform individual achievements into collective recognition, forming an incentive loop with low external costs and high internal drive.

### ***1.2 Planning of the Full-Cycle Operation Process for Cycling Activities***

The operation process of cycling activities needs to form a standardized closed loop from planning, execution, to post-event review, so as to reduce operational fluctuations and improve the participation experience. In the pre-activity stage, the operation team determines the activity theme and intensity level based on seasonal climate, campus schedules, and member demand survey results. The team conducts field surveys for each planned route, records road conditions, supply point locations, and potential risk sections, and then creates an electronic route book and uploads it to the club's shared database. The team simultaneously formulates a safety plan, including minimum and maximum participant limits, alternative routes, emergency contacts, and configuration standards for a simple first-aid kit. The equipment preparation phase adopts a checklist-based verification mechanism to ensure that key equipment such as walkie-talkies, spare inner tubes, and portable pumps are sufficient in quantity and functional integrity<sup>[2]</sup>.

During the activity execution and post-activity stages, the project needs to establish clear job divisions and information flow rules. The team leader is responsible for overall pace control and decision-making, the sweep rider ensures that no one falls behind, and the mobile unit handles vehicle breakdowns and minor injury incidents. Each position maintains regular reports through preset communication channels. When route changes or emergencies occur, the team initiates a temporary decision-making process, in which the team leader, the sweep rider, and two core members jointly vote, and the voting result is immediately communicated to all participants. Within twenty-four hours after the activity ends, the team completes data archiving, including the actual cycling track, the list of participants, records of equipment consumption, and incident reports. The team collects members' satisfaction scores regarding route difficulty, rest frequency, and logistics support through online questionnaires, categorizes the feedback results, and inputs them into the operation database as a corrective basis for subsequent activity planning.

### ***1.3 Strategy for Building On-Campus and Off-Campus Cycling Resource Networks***

The resource network construction for the university cycling club entrepreneurship project needs to distinguish between on-campus and off-campus dimensions and formulate differentiated integration paths for each. At the on-campus level, the project negotiates with the physical education department to reserve fixed-time access to the areas surrounding the track and field for basic bike handling training, and it communicates with the logistics management department to secure dedicated spaces for bicycle parking and simple maintenance workstations. The project relies on the student association federation to establish an equipment borrowing and return system, and it incorporates the club's public equipment (such as air pumps and repair stands) into the university-level student association asset management system to reduce duplicate procurement costs. At the same time, the project establishes an information release collaboration with campus media or the college's publicity department, and it secures fixed slots

or broadcast periods for activity promotions while complying with campus publicity regulations, thereby improving recruitment efficiency.

At the off-campus level, the project establishes resource exchange relationships with local bicycle distributors, professional bike shops, and cycling gear brands. The club provides its cooperative merchants with campus promotion touchpoints and brand exposure opportunities during cycling activities, while the merchants provide the club with discounts on parts and accessories, maintenance technical guidance, and test-ride bicycle support. For the vehicle transportation and route safety support required for long-distance cycling activities, the project establishes a long-term collaboration framework with logistics teams or outdoor service providers that possess legal operating qualifications. In addition, the project uses Internet platforms to build an informal resource network: it creates a club-exclusive route library in mainstream cycling navigation applications and marks safe parking spots and self-service repair stations around various universities. Through social groups, the project maintains a pool of graduated member resources, in which former senior riders provide route recommendations, remote assistance, or second-hand equipment transfer information, thereby forming a cross-cohort, cross-regional resource mutual aid mechanism<sup>[3]</sup>.

## **2. Operational Experience Extraction from the University Cycling Club Entrepreneurship Project**

### ***2.1 User Retention Strategy Driven by Community Identity***

The user retention issue in the university cycling club entrepreneurship project directly affects the stability of the club's size and the dilution of operational costs. By creating a sense of community identity and embedding individual cycling behaviors into collective identity representation, the project can significantly reduce the natural member churn rate. At the specific operational level, the club regularly publishes member cycling data rankings and route completion maps, converts each member's accumulated mileage into a visual contribution record, and simultaneously sets up an "achievement wall" function in the online community to publicly commend members who remain active for three consecutive months. This open and transparent identity confirmation mechanism enables members to gradually accumulate a sense of belonging within the club, thereby generating a perceived loss from leaving the community, which in turn suppresses the tendency to withdraw due to interest fluctuations or time constraints.

The construction of community identity also needs to be solidified through symbolic carriers and ritualized activities. The club designs exclusive cycling armbands, stickers, and annual commemorative medals. Members receive the corresponding symbols after completing specific challenges (such as a single 100-kilometer ride or night cycling safety certification), and the club holds a wearing ceremony before the collective departure. This low-material-cost, high-symbolic-value operation deeply binds individual efforts to collective memory. Operational data show that members who have obtained at least two symbolic identifiers have a significantly longer retention period than those who have not, indicating that the symbol system plays a substantial role in user retention. In addition, the club establishes layered communication spaces, setting up multiple small-scale discussion groups based on campus, grade, or cycling preference, thereby reducing the common dilution of interaction in large communities, improving the quality of information reception and the frequency of speaking for each member, and thus enhancing their participation stability.

### ***2.2 Low-Cost and High-Engagement Activity Operation Model***

Under the condition of limited resources in the early stage of the entrepreneurship project, activity operation needs to follow the dual principles of diminishing marginal cost and increasing marginal utility. For regular weekend training rides, the project adopts a strategy of "core route reuse plus minor adjustments": it selects three to five benchmark routes with moderate distances and stable road conditions, and generates freshness by adjusting departure times, assembly methods, or midway checkpoints. The surveying, route book creation, and safety assessment for each benchmark route are completed once, and subsequent activities only require updates of weather forecasts and participant lists, thereby reducing the labor and time cost per activity to less than twenty percent of that for the first execution. At the same time, the project establishes a task rotation mechanism for activities, in which core members take turns performing roles such as route planning, material coordination, and communication support, thus avoiding excessive consumption of fixed positions and simultaneously

achieving batch replication of operational skills<sup>[4]</sup>.

The enhancement of activity engagement does not depend on the scale of funding investment but rather on designing interactive links with spontaneous dissemination attributes. After each ride, the club organizes a ten-minute "parking lot sharing" session, in which each participant describes their most profound experience of the day in one sentence, and the team leader records and posts these comments to the community, forming a lightweight accumulation of content. The club establishes an online column titled "Pacer's Log," in which different members take turns writing ride narratives that document animals encountered, weather changes, or minor bike repair processes along the way. Such non-professional, authentic records are more effective at stimulating other members' willingness to participate than refined promotional posts. For weekday evenings, the club conducts short-distance "lap training" around the campus, maintaining members' basic cycling rhythm with zero equipment barriers and zero logistical burden. This model maintains a relatively high participation rate even during time-constrained periods such as the final exam season, demonstrating the flexible adaptability of the low-cost operation framework.

### ***2.3 Risk Event Prevention and Emergency Response Mechanism***

The fact that risk events in cycling activities cannot be completely eliminated determines that prevention mechanisms need to be embedded in every aspect of daily operations. The club establishes an equipment admission list, which clearly specifies the minimum equipment standards required for participating in activities of different intensity levels, including the mandatory requirement for helmet wearing, pre-departure re-inspection of the braking system, and the minimum illumination standard for lights during night riding. Before each activity, the club conducts a five-minute safety briefing during the assembly period. The content of the briefing does not adopt general moralizing but instead provides contextualized prompts based on the specific risk points of the current route, such as the curvature of a downhill curve on a certain section or the blind spots of trucks at a certain intersection. In terms of risk classification and management, the project classifies routes into four levels: campus greenways, urban non-motorized vehicle lanes, open highways, and mountain areas, which correspond to different leader-to-member ratios and communication equipment requirements. Members who do not meet the corresponding equipment or experience thresholds are not allowed to participate in activities on higher-level routes<sup>[5]</sup>.

The core of the emergency response mechanism lies in the construction of decentralized response capabilities. The club organizes two simulated drills per semester in an enclosed area, with scenarios including riding in rotation after a flat tire, on-site cleaning and bandaging of minor abrasions, and the evacuation procedure when a member suddenly feels unwell. The drill scripts do not assume a perfect outcome; instead, they deliberately set secondary crises such as communication interruptions or equipment shortages to train participants in prioritizing decisions under resource-constrained conditions. The club establishes an incident reporting standard: any level of risk event is documented in writing within one hour after the activity ends, and the documentation includes five elements: time, location, individuals involved, direct cause, and blocking measures. These records are compiled into an anonymous case library for use in safety training for subsequent activities, forming a closed loop from individual incidents to system corrections. Team leaders receive refresher training in first aid skills once per semester, and their certification status is automatically linked in the activity registration system. Those who fail the refresher training are suspended from serving as team leaders, ensuring that emergency response capabilities remain stable despite personnel turnover.

## **3. Reflection and Path Optimization for the Operation of the University Cycling Club Entrepreneurship Project**

### ***3.1 Operational Efficiency Bottleneck and Organizational Flexibility Improvement***

As the club expands in scale, the phenomenon of diminishing marginal returns on operational efficiency gradually emerges. The informal lengthening of the decision-making chain and the hierarchical loss of information transmission constitute the main bottlenecks. Under the condition of lacking a full-time execution team, responses in links such as route approval and material allocation lag behind. The semester-based turnover of members leads to a discontinuity in experience inheritance: approximately thirty to forty percent of operational knowledge requires retraining at the beginning of each semester, and repetitive labor crowds out space for activity innovation. The use of online

collaboration tools lacks standardization, with activity registration, roster sorting, and other links scattered across different platforms, and the data silo effect reduces overall operational efficiency.

In response to the above bottlenecks, modular division of labor and a knowledge management system can improve organizational flexibility. The project breaks down the operational functions into four modules: the route group, the equipment group, the communication group, and the training group. Each module has a primary responsible person and a deputy to avoid single-point dependency. The modules synchronize their statuses through a shared weekly report template, thereby reducing the cost of waiting for collaboration. The project establishes an operations manual library based on cloud documents, in which standardized documents such as route survey checklists, activity sign-in sheets, and equipment inventory procedures are stored centrally. Before leaving their positions, each cohort of the core team completes the graphic and textual organization of at least three operational procedures, ensuring that successors can independently prepare for a standard activity within two hours. This structured knowledge management embeds organizational flexibility into a reusable institutional framework.

### ***3.2 Value Imbalance in the Process of Commercialization Exploration***

In the process of introducing commercial resources to support operational costs, the club experiences a deviation between value orientation and member expectations. Some sponsorship requirements, such as routing activities past specific stores or printing large trademark logos on cycling jerseys, trigger members' doubts about the club's non-profit nature. A questionnaire survey shows that about sixty percent of members exhibit moderate resistance to commercial elements, worrying about a reduction in activity autonomy and a deterioration of the community atmosphere. At the same time, the financial and material support brought by commercial cooperation improves equipment conditions and activity frequency, and the tension between short-term benefits and long-term identity constitutes the core imbalance issue.

The correction of value imbalance requires re-establishing the hierarchical access standards for commercial cooperation. The project divides cooperation into three levels: in-kind sponsorship, cash sponsorship, and brand co-branding, each corresponding to differentiated exposure permissions and levels of activity involvement. The in-kind sponsorship level is limited to equipment discounts and maintenance services without involving route changes. The cash sponsorship level requires the establishment of a separate account and regular disclosure of income and expenditure details to members. The brand co-branding level is applicable only to annual large-scale events and must be approved by a two-thirds majority vote of core members. At the same time, the project develops non-monetary exchange channels, such as holding free maintenance training sessions in collaboration with bike shops, where neither party involves cash transactions. This tiered filtering mechanism retains necessary commercial support while keeping the erosion of community values by commercial elements below an acceptable threshold.

### ***3.3 Iterative Direction and Strategy Adjustment for Sustainable Operation***

Based on the above operational reflection, the sustainable operation of the club requires a transformation toward a composite sports community while maintaining its self-correction capability. The club establishes a semester-based breakdown system for operational goals: it decomposes quantitative indicators such as annual total mileage, activity participation person-times, and new member retention rate by semester, and conducts a progress review every four weeks. To address the issue of insufficient member participation depth, the club adds a "Team Leader Incubation Program." Through three stages of training (internship by following the team, simulated decision-making, and small-scale trial leading), the program forms a sustainable core talent echelon, thereby avoiding position vacancies caused by graduation or internships.

Another key focus of strategy adjustment lies in establishing a lightweight feedback loop and trial-and-error mechanism. The club collects three pieces of structured information after each activity: the most satisfying part, the least satisfying part, and the change that the participants hope to try next time, which serve as direct inputs for route optimization and process adjustment. The club sets up an "operational experiment window": each semester, it selects two to three low-cost change plans for small-scale testing over a period of four to six weeks, compares the differences before and after the test, and then decides whether to promote them to all activities. This evidence-based iterative logic replaces adjustment methods that rely on personal experience, making the evolution of operational strategies

recordable and testable, and provides methodological support for the adaptability of the club in long-term operation.

## Conclusion

This paper systematically explores the operational logic and improvement directions of the university cycling club entrepreneurship project from three levels: operational framework design, operational experience extraction, and operational reflection optimization. The research shows that scientific hierarchical management and an incentive mechanism driven by intrinsic motivation can effectively address the problem of high member mobility. A standardized full-cycle activity process and the construction of on-campus and off-campus resource networks significantly reduce operational fluctuations and cost pressures. The retention strategy driven by community identity, the low-cost and high-engagement activity model, and the decentralized risk emergency mechanism constitute a reusable set of experiences. At the same time, the diminishing marginal returns of operational efficiency, the value deviation in the commercialization process, and the lack of organizational flexibility are issues requiring continuous attention. Modular division of labor, a knowledge management system, tiered filtering of commercial cooperation, and an evidence-driven trial-and-error mechanism provide feasible corrective solutions to these dilemmas. Future directions may further explore the application of digital operation tools in member behavior tracking and activity automation management, establish cross-university cycling alliances to expand the scale effect of resource exchange and route sharing, and attempt to develop personalized service products based on cycling data, thereby expanding sustainable revenue sources while maintaining the core value of the community, thus promoting the evolution of university cycling club entrepreneurship projects from experience-driven to data-driven and from single-point operation to network collaboration.

## Fund Projects

This paper presents the phased research results of the fund project: Ding Ding Cycling Club (Project No. S202514435007X), a 2025 College Student Innovation and Entrepreneurship Training Project of Yingkou Institute of Technology.

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