

Operational Experience and Reflection on the University Cycling Club Entrepreneurship Project

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Abstract: The main problems of the entrepreneurial projects by university cycling clubs are relatively high member turnover, lack of resource acquisition and absence of organisational norms. The three sections of this paper are: Operational Framework Design, Experience Extraction and Reflection Optimisation. Build a hierarchical member management system to cover all links in the activity process and establish an internal and external resource network for the school. To reduce the sense of loneliness in young children, parents can create a sense of belonging in the family. Therefore, it can be concluded from the above that there is a bottleneck in operating efficiency and a mismatch between commercialisation and value creation; thus, solutions such as modular division of labour, knowledge accumulation, tiered filtering of commercial cooperation and evidence-based trial and error have been put forward. Based on the above results, the framework can operate stably and independently without the need for external resources, so it is suitable for the operation of such projects.

Keywords: University Cycling Club, Entrepreneurship Project, Operating Model, Community Identity, Risk Management

Introduction

The university cycling club's entrepreneurship project is not under the organisation of the students and is a small-scale enterprise. It will help the students in college learn some practical skills of organisation and work well with others under pressure. Most of the research on student entrepreneurship to date has focused on technology-based or commercial service projects, and little attention has been given to the operating rules of sports-oriented entrepreneurship projects based on interest communities and characterized by low capital investment. There are many problems with the actual operation of university cycling clubs, such as a high rate of member turnover, inefficient organisation of activities, a single source of funds, and a lack of balance between commercialisation and public welfare; thus, an organised summary and reflection of operating experience are urgently needed. The subject of research in this paper is the entrepreneurship project of the university cycling club, and the three areas of analysis are the design of the operating framework, experience extraction and reflection optimisation. Hopefully, we will be able to find the basic operating logic of such projects in terms of member stratification, activity process, resource network, user retention, cost control and risk response, put forward optimisation plans for problems such as efficiency bottlenecks and value imbalance. This paper will offer some theoretical support and practical suggestions to add to the typology of college student entrepreneurship projects and improve the survival rate and operating quality of university-interest-community-based entrepreneurship projects.

1. Design of the Operating Model for the University Cycling Club Entrepreneurship Project

1.1 Construction of a Hierarchical Member Management and Incentive Mechanism

The problems of the university cycling club's entrepreneurship project are high member turnover and uneven participation. Firstly, there is an ordered hierarchy in the organisation of management at the operational level. Based on the three criteria of cumulative cycling distance, frequency of participation in activities and skill level, the members will be divided into three groups: observers, official members and core members. Most of the observers are new to cycling, so they are only allowed to watch the basic activities and information. Formal members need to take a safety course and ride a certain distance, and then they will be allowed to ride long distances alone and receive club equipment. The

first group is those who have been cycling for a long time and can participate regularly; they will take on all kinds of roles, such as team leader, mechanic, etc. At any time during the construction period, some promotion standards and regular evaluation mechanisms have been set up to guarantee the openness and auditability of the stratification criteria^[1].

The Design of the incentive mechanism should provide both material incentives and intrinsic motivation to inspire people and motivate them to create social value. The main reason is that there is a point system; members will be given points for participating in training rides, checking in at various places along the route, helping with logistics, and so on, and then these points can be exchanged for cycling accessories, maintenance services, priority registration for popular events, etc. At the same time, a hierarchy of identification has been set up for the project, and members at different levels have different visual marks in the club's online community and on physical cycling jerseys to strengthen their sense of identity and honour. From time to time, some non-competitive recognition activities will be organised in the project to help groups acknowledge the achievements of others and boost the motivation of staff at a relatively low cost by strengthening internal motivation.

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

The operation process of the cycling activity should be organised in a standardised closed-loop way, covering planning, implementation and post-event evaluation, to reduce operational irregularities and improve the experience of the participants. The operation team will determine the themes and strengths of the activities in advance according to the time of year, campus class schedules, member demand surveys, etc. The team will conduct a field investigation of all the planned routes, record the conditions of the roads, locations of supply points and possible risk areas, create an electronic route book, and upload it to the club's shared database. The team will develop a safety plan, set an upper and lower limit for the number of participants, organise a detour route, collect emergency contact information, prepare a first-aid kit for minor injuries, etc. A checklist will be used to confirm that all the necessary equipment for this project, such as walkie-talkies, spare inner tubes, portable pumps, etc., have been obtained and are in good working condition^[2].

Divide the work and regulate the flow of information for the project in the execution and closing stages. The team leader will set the general pace and make decisions; the sweep rider will ensure that no one is left behind; and the mobile unit will be responsible for dealing with vehicle breakdowns and minor injuries. All posts have the same report time and manner. If there is a change in the route or an emergency, the team will quickly make a joint decision with the team leader, the sweep rider and two core members, and promptly inform everyone of the result of the vote. Within 24 hours of the event, the team will have finished organising the data archive for the actual cycling track, a list of participants, equipment consumption records and incident reports. The team will distribute an online questionnaire to collect the members' satisfaction data on the difficulty of the route, frequency of rest, logistics support, etc., organise this feedback data, and add it to the operation database for reference in planning the next event.

1.3 Strategy to Build an On-campus and Off-campus Cycling Resource Network

The construction of the resource network for the university cycling club entrepreneurship project should distinguish between the on-campus and off-campus parts and set up separate integration paths for them. In cooperation with the Physical Education Department of the school, we will reserve a specific time for general bicycle handling training in the area around the track and field, and we will also contact the Logistics Management Office to organise a separate area for bicycle parking and a small-scale maintenance station. Cooperate with the federation of student associations to set up a borrowing and return system for the equipment in this project, and we will also add the club's public facilities (such as air pumps and repair stands) to the university's student association asset management system to reduce unnecessary procurement costs. At the same time, the project will work with the campus media office or the college's publicity department to spread the news, and fixed times or broadcast slots will be arranged in line with campus publicity regulations for promotion to improve recruitment efficiency.

I have contacted local bicycle distributors, professional bike shops, cycling gear brands and so on at the off-campus level to share resources for this project. The club will provide some places for the cooperative merchants to spread the brand on campus through cycling activities, and in return, the merchants will offer discounts on parts and accessories, maintenance services and test rides for bicycles.

Given that vehicles need to be transported and the route for long-distance cycling should be safe, in the future, a long-term cooperation agreement will be signed with a legally qualified logistics company or an outdoor services company. Unofficial resource networks have been set up on the Internet, club-exclusive route libraries have been added to the main cycling navigation application, and safe parking areas and self-service repair stations have been organised in various universities. Social groups have formed a pool of graduated member resources, and former senior riders can offer route recommendations, remote assistance, information on the transfer of second-hand equipment, etc.; thus, a cross-cohort and cross-region resource mutual-aid system has been established^[3].

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

2.1 User Retention Strategy Based on Community Identity

The problem of low user retention in the university cycling club's entrepreneurship project will reduce the scale of the club and increase operating costs. Create a sense of community among the cyclists, make them feel that their own cycling behavior is beneficial to the group, and thus reduce the rate of member attrition. Every day, the club will post the rankings of members' cycling data and route completion maps; based on the mileage accumulated by each member, a visual contribution record will be created, and at the same time, an "achievement wall" will be set up in the online community to publicly praise members who have been active for three consecutive months. An open and transparent identity verification mode will help the members gradually develop a sense of belonging to the club, create a sense of loss if they leave the community, and thus reduce the desire to leave due to changing interests or lack of time.

The construction of community identity should also be promoted by means of symbols and ritualized activities. Design special cycling armbands, stickers and a commemorative medal for the club. After achieving some goals, such as riding 100km in a single go or obtaining the night cycling safety certificate, members will be given a corresponding badge and the club will hold a wearing ceremony before leaving together. It is simple to organise and a good way to participate in collective memory. Based on the operating data above, members who have obtained two or more symbolic identifiers are kept for a much longer time than those who have not obtained such identifiers; thus, it can be concluded that the symbol system improves user retention. The club has set up several small-group communication areas based on the campus, grade level or cycling interests to avoid the problem of information dilution in large communities; thus, it can improve the quality of information reception and speaking opportunities for each member and boost their participation.

2.2 Low-Cost and High-Engagement Activity Operation Model

Given the limited funds at the start of the entrepreneurship project, the operation of activities should be based on the two principles of diminishing marginal cost and increasing marginal utility. For the regular weekend training ride, we will use the method of "reusing the main route and making minor adjustments": three to five benchmark routes with moderate distances and good road conditions will be chosen, and a sense of novelty will be added by changing the departure time, assembly method or intermediate checkpoints. Surveying, creation of route books and safety assessments for each benchmark route only need to be done once; the following activities only need to be updated according to changes in weather and the list of participants, so the labour and time cost per activity will be less than 20% of that in the first execution. At the same time, a task-rotation system will be introduced for the activities, and the core members will take turns taking on various tasks, such as route planning, material coordination, communication support, etc., to avoid dependence on one person and achieve batch replication of operational skills^[4].

The increase in the number of people taking part in an activity is due to the availability of funds and also to the spread of participation through word-of-mouth. After each ride, the club will have a ten-minute "parking lot sharing" time, and each participant will share the most memorable moment of their day in a single sentence; the team leader will collect and post these notes in the community to create a small library of content. The club has set up an online column called "Pacer's Log", and various members take turns posting stories about the animals they have met, changes in the weather, and minor bike repairs along the way. A short, simple and sincere note is more likely to move the other members to join than a polished promotional article. On weekday evenings, the club will organise some

short-distance "lap trainings" around the school to help members stay in good shape for cycling without needing special clothes or transport. The proportion of people participating in this model is still relatively high during busy periods, such as the final exam week, and some flexibility has been added to the low-cost operation.

2.3 Risk Event Prevention and Emergency Response Plan

As it is not possible to prevent all kinds of risks in cycling activities, precautions should be taken at all times during the daily operation. The club has released a list of necessary equipment; that is to say, at different levels of activity, there are various minimum equipment requirements, such as helmets need to be worn, the braking system must be pre-inspected before leaving, and a certain illumination standard for lights is required in low-light conditions. Before each activity, the club will have a five-minute safety talk during the morning assembly. The content of the briefing should not be a general moral talk but specific cues related to the risk points of the current route, such as the curvature of a downhill curve in a certain section or blind spots for trucks at an intersection. The four parts of the risk division and control for the project are campus greenways, urban non-motorised vehicle lanes, open highways and mountainous areas, and they all have different requirements for the leader-to-member ratio and communication equipment. Members who do not meet the required conditions for equipment and experience will not be allowed to participate in the activities of the high-level routes^[5].

Generally speaking, the form of the emergency response system is a distributed network of response units. The club will organise two simulated drills each semester in a closed area, such as riding in rotation after a flat tyre, on-site cleaning and bandaging of minor abrasions, and evacuation procedures for members who suddenly feel unwell. The drill scripts do not directly give out the answers; instead, they create artificial problems and have the participants choose from a small number of options. The club has established an incident-reporting norm; all kinds of risks must be recorded in writing within one hour of their occurrence, and this record should contain the five parts: time, place, people involved, direct cause, and blocking measures. The above records will be saved in an anonymous case library for the safety training of future activities, and the system will continue to be improved according to the changes in that time. Team leaders will be organised for first aid training once every six months, and this training will be recorded in the activity registration system. Those who do not pass the refresher training will not be appointed as team leaders, and we need to keep the emergency response system stable.

3. Reflection and Path Optimisation for the Operation of the University Cycling Club Entrepreneurship Project

3.1 Operational Efficiency Bottleneck and Organizational Flexibility Improvement

As the size of the club grows, so does the decrease in extra income from improved operating efficiency. The two main bottlenecks are an unofficial extension of the decision-making path and hierarchical loss of information. As we do not have a full-time operations team, the reply time for links such as route approval and material allocation will be longer. The semesterly turnover of members leads to a break in the inheritance of experience; about 30-40% of the operational knowledge needs to be retrained at the beginning of each semester, and repeated labour leaves little room for activity innovation. The online collaboration tools are not uniform, the registration and roster sorting of activities are not centralised, and as a result, data silos have formed and the overall operating efficiency has decreased.

Based on the problems above, modular division of labour and a knowledge management system can increase the organisation's flexibility. The four parts of the operation in this project are the route group, the equipment group, the communication group and the training group. All modules have a main contact person and a substitute in case of absence. All the modules will use the same weekly report form to share their progress and reduce the cost of waiting for cooperation. A library of operation manuals has been set up in the cloud for the project, and standard documents such as the route survey checklist, activity sign-in sheet and equipment inventory procedure have been centralised. Before leaving the post, each cohort of the core team needs to complete the graphic and text organisation of at least three operational procedures so that successors can independently prepare for a standard activity in two hours. Knowledge management at the organisation has improved the utilisation of resources in

the organisation.

3.2 Value Imbalance in the Process of Commercialisation Exploration

In the process of adding commercial resources to cover operating costs, the club has deviated from its original goal of value orientation and disappointed the members. Some of the sponsorship terms, such as organising events that go through certain shops or printing large brand logos on cycling jerseys, have led some members to believe that the club is not for profit. Based on the questionnaire, about 60 per cent of the members have a moderate level of resistance to commercialisation and are concerned that their activity autonomy will be reduced and the community atmosphere will decline. At the same time, the financial and material support for commercial cooperation has improved the equipment conditions and increased the frequency of operation; therefore, the main problem is a conflict between short-term gains and long-term goals.

To correct the value imbalance, the hierarchy of access to commercial cooperation will be revised. The three types of cooperation for the project are in-kind sponsorship, cash sponsorship and brand co-branding; they have different degrees of exposure and participation in the project. In-kind sponsorship will only be equipment discounts and maintenance services; there will be no route modification. The sum of the cash sponsorship should be in a separate account, and the income and expenditure will be regularly reported to the members. Brand co-branding will only be organised for the large-scale annual event, and it needs to be approved by a two-thirds majority vote of the core members. At the same time, in cooperation with bike shops, free maintenance training will be held without cash payment, and other non-monetary exchange channels will also be established. The first two should serve the economy; otherwise, the values of our society will be damaged in the pursuit of wealth.

3.3 Iterative Direction and Strategy Adjustment for Stable Operation

Based on the operation reflection above, the sustainable development goal of the club should be to build an all-encompassing sports community and keep the capacity for self-correction. The club will set operational goals and quantitative indicators for each semester, such as the total mileage in a year, the number of person-hours of activity and the new member retention rate, and will conduct a progress review every four weeks. To solve the problem of low membership in the club, a "Team Leader Incubation Program" has been established by the club. After the three rounds of training (team leadership internships, simulated decision-making and small-scale pilot operations), a stable core group of talented people has been established to avoid vacancies after graduation or during other internships.

Another reason for changing the plan is that we have not yet received the actual operation data on time. After each activity, the club will collect the three types of organised information: what the participants enjoyed most, what they did not like as much, and what they hope to try next time; this information will be used to improve the routes and processes. The club will have an "operational experiment window": Each semester, two or three low-cost change plans will be chosen for a small-scale test over a period of four to six weeks, the situation before and after the test will be compared, and then it will be decided whether to implement them in all club activities. The above evidence-based iterative logic is no longer based on the experience of one person; it can be recorded and verified, so changes to the club's operation will be more adaptable in the long run.

Conclusion

Systematically investigate the operating logic and improvement path of the university cycling club's entrepreneurship project at the three levels of design of the operating framework, extraction of operating experience, and optimisation of operating reflection. Based on the above research, to reduce the high turnover rate of members, an organised hierarchy in the organisation and an internal motivation and incentive system need to be built. Standardisation of the whole life cycle of activities and construction of campus and off-campus resource networks will reduce operating fluctuations and cost pressure. The Retention Strategies for Community Identity, the Low-Cost High-Engagement Activity Model and the Decentralised Risk-Emergency Mechanism are all reusable sets of experiences. At the same time, there are also problems of diminishing marginal returns to scale in operating efficiency, value deviation in the commercialisation process, and a lack of organisational flexibility that need to be constantly addressed. All of the above are good ways to solve the problems mentioned above:

Modularity in the division of labour, a knowledge management system, tiered filtering of commercial cooperation and an evidence-based trial-and-error mechanism. In the future, we will use digital operation tools to observe the behaviour of the members and automate the organisation of activities. Cross-university cycling alliances will be formed to expand the scale effect of resource sharing and route sharing, personalised service products based on cycling data will be developed, sustainable revenue sources will be established without losing the original value of the community, and the entrepreneurship projects of university cycling clubs will evolve from experience-driven to data-driven and from single-point operation to network collaboration.

Fund Projects

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