



## Guidelines to Promote Youth Basketball for Basketball Club in Guangdong Province, the People's Republic of China

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### Abstract

**Background and Aim:** The normal operation of children's amateur basketball clubs is not only affected by external risks such as policy and economic epidemics but also influenced by the club operators' strategic consciousness, players, coaches, basketball teaching, and other aspects. The number of coaches within the club is not enough and without professional coaches and places for non-standard training, there is no cooperation from parents. These factors all affect the ability to play basketball of Chinese youth. The purpose of this study was to construct the guidelines to promote youth basketball for basketball clubs in Guangdong.

**Materials and Methods:** This research was the mixed method. Using an expert interview form, 5 experts were interviewed to find ways to create a guideline to promote youth basketball for basketball clubs in Guangdong. Questionnaires were used for 63 basketball clubs. Criteria for selecting basketball clubs are: It is the city's top three basketball clubs, which has a total of 100 youth basketball players or more. It will use 189 questionnaires for 1 club leader and 2 basketball club coaches in each club. 9 experts for the Focus group method and connoisseurship method used 7 experts to confirm the guidelines to promote youth basketball for basketball clubs in Guangdong, all of the experts using purposive sampling.

**Results:** The research results found that: The guidelines to promote youth basketball for basketball clubs in Guangdong consist of 4 areas: 1) The policy setting and planning to promote youth basketball for basketball club area consists of 15 guidelines; 2) The creating an atmosphere and environment in the basketball club area consists of 13 guidelines; 3) The providing club members with the ability to promote youth basketball area consists of 15 guidelines; 4) The budget support for promoting youth basketball in the clubs of club members area consists of 12 guidelines.

**Conclusion:** The guidelines for promoting basketball clubs for youth basketball players in Guangdong Province are clear. Can be used and it is not contrary to government policy, but it must focus on providing club members with the ability to promote youth basketball area. Including presenting strategies, and alternative plans, and making recommendations for clear monitoring and evaluation. It can be applied to other sports, but it should start with a small organization first.

**Keywords:** Guideline to Promote; Youth Basketball; Basketball Club Management; Guangdong Sports Promotion

### Introduction

On September 2, 2019, the "Outline for Building a Sports Power" officially issued by the General Office of the State Council clearly stated that it is necessary to comprehensively promote the popularization of basketball and improve the scientific level of training and competition (Central Committee and State Council, 2019), actively explore a development path with Chinese characteristics, and improve training and competition. The scientific level of the competition. The State Sports General Administration has established nine major projects to build a sports power, pointing out that "it is necessary to comprehensively implement the training project for youth sports talents and youth sports coaches, and build a new pattern of training young reserve talents." Later, in 2020, the State Sports General Administration and the Ministry of Education jointly issued the "Opinions on Deepening the Integration of Sports and Education to Promote the Healthy Development of Youth", proposing opinions such as vigorously developing youth sports clubs and improving the sports event system. These relevant official documents provide very clear guidance for the development of youth basketball clubs and also show that the country is constantly promoting the development and progress of youth sports.

With the establishment of the goal of Chinese sports power and the rapid development of basketball, the high-quality and healthy development of Chinese basketball has become a sports demand for sports in the new era (Cai, 2023). An innovative youth amateur basketball club talent training model is the inherent requirement to enhance the strength of Chinese youth basketball. The State Council's



Notice on Printing and Distributing the "Notice of National Fitness Plan (2021-2025)" states that it is necessary to promote the development of national fitness integration, deepen physical education integration, standardize the construction of youth sports social organizations, and encourage support for the development of youth sports clubs. Basketball sport is loved by people in the world, and international basketball games have a great influence (Quan, 2021).

Basketball, as a widely popular sport, can not only improve students' physical fitness, and enhance their coordination and response ability, but also cultivate their team spirit and competition awareness. Youth basketball talent training is related to the future development of China's basketball. The amateur basketball club has cultivated many excellent basketball talents for China. However, compared to the world basketball power, there is a lot of lack of training methods, training models, and training concepts. Essence As a result, the innovation of the talent training model of young amateur basketball clubs is imminent.

A basketball Club is a place where basketball is the main sports item and has the same basketball hobbies to jointly conduct leisure entertainment and exercise. Basketball Club aims to enrich students' campus cultural life on the one hand, promote the development of campus sports, and enhance the comprehensive quality of students. Students use basketball activities in their spare time to enrich their extracurricular cultural life, actively exercise their bodies, alleviate the pressure of learning and life, show themselves on a larger platform, and show charm (Ma, 2022). The normal operation of children's amateur basketball clubs is not only affected by external risks such as policy and economic epidemics but also influenced by the club operators' strategic consciousness, players, coaches, basketball teaching, and other aspects. The number of coaches within the club is not enough and without professional coaches and places for non -standard training, there is no cooperation from parents. These factors all affect the ability to play basketball of Chinese youth. Only by a comprehensive and scientific understanding of the external and internal risks that the club may encounter during the operation, to understand their causes and the harm brought, and take positive measures to make the club work well (Wang, 2023).

Therefore, this research objective was to construct guidelines to promote youth basketball for basketball clubs in Guangdong. The development of internal management by using POLC theory, including the use of a variety of research methods to get quality and reliable guidelines. Finally, so that basketball clubs in China can be used as a guideline for managing their organization. Develop and upgrade players to excellence in the future.

## Objectives

To construct the guidelines to promote youth basketball for basketball clubs in Guangdong.

## Literature Review

This research is a study of guideline management to promote basketball clubs for youth basketball players in Guangdong Province. The researcher has studied the following research papers and literature about:

### 1. The current situation in basketball club management

#### 1.1 Youth Basketball Club Talent Training Model

From the perspective of the sports market and training status, this article proposes this youth amateur basketball club talent training model. From a macro perspective, the youth amateur basketball club talent training model is in line with the current market economic development trend and proposes a talent training model based on the club serving as a platform and using the integration of social resources to cultivate a training model for young people. From a micro perspective, the youth amateur basketball club talent training model proposed in this article is a plan that can meet the needs of the current basketball population and consists of two dimensions: club development and youth training. In terms of club development, it mainly involves organizational structure, venue operation, enrollment planning, charging situation, coaching team, etc.; in terms of training youth basketball, it mainly includes training goals, training specifications, curriculum system, evaluation methods, and the delivery of outstanding talents. wait. These two parts are the basis of the youth amateur basketball club's talent training model, and the training of teenagers is the core of the club's talent training model. These two parts complement each other and develop together to form a club talent training model.

Basketball is a sport that is widely popular and deeply loved by people. With the rapid development of the sports industry, the total sports population has also increased significantly. In the broad scope of sports culture, basketball club culture is an important part of sports culture and will also become the leader in the popularization and development of basketball club sports across the country (Guo, 2004).

Sports is the main organizational form that promotes healthy physical and mental development,



and sports clubs are sports organizations established by society to promote the development of sports activities and the improvement of competitive levels. Li Bing et al.'s "Research on the Development Path of my country's Youth Sports Clubs in the Context of a Sports Power" pointed out that the contemporary value of sports club development is to enhance the physical fitness of young people and implement the development strategy of a sports power. It is to use the construction outline as policy support, through function analysis and problem analysis, to point out the existing problems related to insufficient supervision and inaccurate positioning, and to put forward more clear goals and pursuits for youth sports clubs based on the actual development of the club (Li, 2022).

Jia (2021) pointed out in "Analysis of Youth Sports Club Research Hotspots" that in April 2011, the Youth and Youth Administration Bureau of the General Administration of Sports of the People's Republic of China proposed in the "Twelfth Five-Year Plan for Youth Sports" to establish a national and local youth sports club federation. Association to promote the development of youth sports organizations. After 2014, the General Administration of International Sports issued several documents on national and youth sports clubs. In the past two decades, several documents on the construction of youth clubs were issued to promote the development of youth sports in my country, where the physical fitness of our youth continues to decline.

Since the issuance of the "Notice on the Establishment of the First National Youth Sports Clubs" in 2000, after nearly 20 years of development, youth sports clubs across the country have made great achievements, but there is still a long way to go towards high-quality development. Research on youth sports clubs in my country is generally on the rise and has experienced three development stages from 2000 to 2020: slow→ rapid→ stable development. However, the current research generally focuses on the investigation and analysis of the current situation of youth sports clubs. The level and depth of research should be strengthened, and the feasibility of suggestions on hot issues should be paid attention to in the research (Jia, 2021).

Liu (2012) pointed out in "Research on the Development Current Situation and Future Trends of Youth Sports Clubs in my country - Taking Sichuan Province as an Example" that it is important to note that in China, youth sports clubs are a new thing in the overall rise process and are the "highlight" and "highlight" of the entire youth sports work. "window". At present, the situation of youth sports clubs in Sichuan Province is awkward. They cannot find accurate market positioning. They appear amateurish in the overall development process. They also have a single registration channel and operating funds are a key problem. In response to this problem, it is necessary to standardize daily management and teaching staff, improve the assessment mechanism, provide effective services and strong organizational guarantees for young people to participate in physical exercise, and promote the continuous development of youth sports in the province.

Finally, in Liu's (2020) article "Research on the Current Situation and Strategies of the Linkage Development between Youth Sports Clubs and Schools in my country", he pointed out that there is no effective complementation of resources between school physical education courses and sports clubs, and they cannot reasonably use their advantages, resulting in chaotic management. Therefore, it is particularly pointed out that resources must be coordinated, each unit can play its integrated role, and carry out efficient and reasonable linkage to form a complete operating system, thereby promoting the good development of sports.

The current basketball club has problems such as imperfect management, insufficient guarantee of venue facilities, single publicity method, and lack of proactive motivation and motivation to participate. Problems related to poor training ability (Zhang & Yang, 2018).

Chen (2019) believes in "Research on the Development of Beijing Youth Amateur Basketball Club under the Background of New Policies" that, whether it is promoting national fitness, sports reform for junior high school entrance exams, or the Chinese Basketball Association's promotion of "effective basketball", Focusing on training basketball coaches requires the establishment of reasonable plans for basketball training institutions to promote their long-term development. The development of amateur basketball clubs will need to rely on the blessing of the basketball training market for some time and will for a long period, and it needs to keep pace with the development of society.

Liang & Xiong (2021), in the "Investigation Case on the Development of Changsha Operating Basketball Clubs", investigated the location and influencing factors of Changsha operating basketball clubs and found that: Changsha City operating basketball club management system, advertising methods, economic and other factors have an impact on the development of Changsha operating basketball clubs. It has a certain influence, and it is proposed that the development of Changsha basketball clubs should start by absorbing market demand, diversifying flexible management methods, focusing on building a training team and improving the club's operating system and management structure.



To sum up, although the analysis is conducted by region, it has certain regional characteristics. However, we found that there are many similarities in the reasons and obstacles to the development of youth basketball clubs. Therefore, to achieve better development, we should focus on the existing and unresolved problems and focus on the overall upgrade of the club, including internal personnel and management. Only by rectifying methods and adjusting external publicity and promotion methods to find the optimal method can we promote effective development.

## **2. Basketball for Youth**

### **2.1 Youth Basketball Club**

Many scholars have different opinions on the definition of youth basketball clubs. For example, Yao (2022) believed in "SWOT Analysis of Nanjing Youth Basketball Club's Development of Small Basketball Sports" that youth basketball clubs refer to the creation of basketball technical skills training and sports competitions for young children as the main project, and obtain the market economic benefits of basketball. The purpose entity households are mainly established by private enterprises and sports units through cooperation and joint investment. Some are also established by private enterprises with their investment, and individuals with their investment. Li (2019) believes in "Comparative Study on the Training Methods of Youth Competitive Basketball Talents in China and Lithuania" that youth basketball clubs refer to grassroots social organizations established by public institutions, social groups, and individual private enterprises, and are sports activities carried out with teenagers as the main service targets. Activity. Therefore, it can be seen that the concept of youth basketball clubs has not formed a clear written definition, but generally speaking, the main purpose of youth basketball clubs is to improve the basketball level or interest of youths. They are generally funded and constructed by enterprises, groups, or individuals, and in this way, it is an entity organization that carries out major activities such as youth basketball teaching, training, and competition.

Amateur sports clubs refer to autonomous sports groups that meet the fitness and entertainment requirements of the general public, with the main purpose of carrying out group sports activities and improving physical health, with amateur physical activities as the main form and belong to the community organization system (Wu & Yang, 2004). The Youth Amateur Basketball Club is a mass sports organization for young people to engage in amateur basketball activities. Its purpose is to improve young people's basketball skills, enrich young people's amateur cultural life, and on this basis select and train outstanding talents. As early as 1990, many scholars in my country have analyzed and researched amateur basketball clubs. They confirmed the necessity of amateur basketball clubs to train young people and believed that the development of amateur basketball clubs is a solution to the small basketball population and lack of reserve talents in our country. As an important path, a complete training system must be established to continue to grow our country's basketball career.

The characteristics of youth amateur basketball clubs are very different from ordinary clubs. Youth amateur basketball clubs are amateur. From the dictionary, we can see that "amateur" refers to non-professional. Therefore, when teenagers engage in basketball activities in amateur basketball clubs, it is a non-professional activity. They use their spare time to engage in basketball to stimulate their interests and hobbies, cultivate a complete personality, and lay the foundation for professional selection. It does not necessarily have to cultivate professional skills. Talents, in most cases, mainly serve the purpose of enhancing interests, strengthening physical fitness, and cultivating personality. On this basis, excellent talents are selected and cultivated.

At present, some scholars believe that the overall development of youth basketball in our country is lagging and the level is low. The regional economy has a great influence on the development of youth basketball. Regions with good economies invest more in youth basketball, teachers, and related talents, have a larger number of participants and venues, and generally have better sports results. However, areas with average and backward economies invest less in youth basketball, which is mainly used for economic construction, resulting in a weaker overall level of youth.

Yang & Zhang (2022) et al., in "The Value, Development Dilemmas and Construction Paths of Appropriate Game Curriculum for Children's Basketball in my country" believe that younger teenagers in my country will face the problem of a surge in number and decline in teaching quality when engaging in basketball, and will be affected by the lack of basketball teachers. The impact of the shortage will also affect the healthy development of the body. To further improve the physical health of young people and increase reserve basketball talents, the government in our country has coordinated sports policy planning and formed a relatively specific and sustainable reform plan. For example, the 2017 "National Basketball High-level Reserve Talent Base (2017-2020)", the 2018 "Youth Sports "One, Three, five" Plan" and the 2019 "Outline for Building a Sports Power", etc. There is an important connection between the development of youth basketball and management departments. For the development of youth basketball, our country has established some basketball management departments, most of which are



departmental organizations under government management.

In "The Development Characteristics of Basketball Sports Forms" believe that the rapid development of my country's youth basketball in the early days was determined by my country's early economic system and national system. However, as market constraints become more and more important, it is difficult to achieve healthy development by relying solely on government departments. Therefore, in 2017, a new youth basketball development model was further formed using the "separation of management and office". In recent years, the proposal of "integration of sports and education" has also injected new ideas into the development of youth basketball (Quan, 2021).

To sum up, youth basketball, as the foundation and starting point for the development of basketball in our country, is self-evidently important to the development of basketball in our country. In the development process, there is still a big gap compared with other European and American countries, and even compared with Other countries in Asia have not invested enough in youth basketball. Therefore, my country's basketball level has progressed slowly, and my country's previous basketball advantages have been continuously reduced by other Asian countries. China must pay attention to the development of youth basketball.

### 3. Basketball Technique

#### 3.1 Classification and importance of basketball technical movements

3.1.1 Basic classification of basketball technical movements. Basketball covers a variety of technical movements, including passing, catching, shooting, and dribbling.

(1) Passing: As the core skill in basketball, the importance of passing technology is self-evident. First of all, passing is a basic action in basketball. All offense and defense are inseparable from accurate and timely passing. The correct passing method can ensure that the ball is passed more quickly and accurately, thus making the team's cooperation more tacit and improving the chance of scoring. Secondly, different types of passes are suitable for different game scenarios. For example, a chest pass is suitable for quick mid- to long-distance passes; a side-hand pass is suitable for quickly passing to teammates under the basket during a breakthrough; an overhand pass has better stability and accuracy in long-distance passes. nature; backhand passing is often used in quick counterattacks and sneak attacks.

Finally, effective passing can help the team save time and create more scoring opportunities. On the offensive end, precise passing can quickly change the direction of the offense, break the defense, and create more shooting opportunities. On the defensive end, timely and accurate passing can quickly launch a counterattack and create pressure on the opponent. Therefore, mastering passing skills is an essential skill for every basketball player.

(2) Catching the ball: Catching the ball may seem simple, but it is a vital part of the basketball game. Good catching skills can help players control the ball faster, thereby laying the foundation for the next step of passing, dribbling, or shooting. Moreover, a successful catch can not only ensure the continuity of the offense and prevent errors caused by improper catches but also effectively improve the team's offensive efficiency and rhythm. Two-handed catching is the most common way of catching the ball. It requires players to use both hands and use their fingers to control the direction and strength of the ball. This method is more stable and is the first choice in most situations. In some specific situations, such as receiving a long pass or in an emergency, catching the ball with one hand may be more practical, but it is relatively difficult and requires higher skills and judgment. Therefore, whether it is catching the ball with two hands or one hand, it requires repeated training to become proficient.

(3) Shooting: Proficiency in mastering and applying various shooting techniques is the key to improving scoring efficiency and winning rate. Jump shot is the most common shooting method in basketball games. It is characterized by fast movement, certain breakthroughs, and deception, making it difficult for defenders to effectively block. A layup is a scoring method performed at a close distance to the basket. It has a high accuracy and is a basic skill that every basketball player must master. The three-point shot, due to its high-scoring and potentially game-changing characteristics, requires a high level of accuracy and stability from the shooter, making it a key skill in high-level competition. A free throw is an undefended shot taken after a violation. Although its action is simple, due to its key role in the game, it is also crucial to master stable free throw techniques.

(4) Dribbling: Excellent dribbling skills are the basic quality of basketball players. It allows players to maintain complete control of the basketball when moving at high speed or changing directions, thereby effectively avoiding defenses and creating opportunities for shooting or passing. Dribbling skills mainly include basic dribbling, change of direction dribbling, back dribbling, etc. Basic dribbling emphasizes stability and accuracy, which is the basis of all dribbling techniques; change of direction dribbling allows players to make quick direction adjustments when facing the defense and break the defensive layout; back dribbling can Protect the basketball from being intercepted by

opponents and better observe the situation on the court. Dribbling is not just a simple technical action, but also a manifestation of strategy and skills. A skilled dribbler can use his superb skills and excellent judgment to shuttle freely on the basketball court, which has a decisive influence on the rhythm and strategy of the entire game.

#### **4. Management theory**

##### **4.1 POLC Management Theory**

POLC is a management theory that cares about processes from start to finish. starting from planning operation until the evaluation. One of POLC's strengths is its focus on leadership, which is a key factor in effective work management services. The advantage of POLC is to pay attention to standardization in every detail, emphasizing practice. according to the standards set strictly It has a positive effect on clear evaluation. Can measure the efficiency of work well (Rawiwan, 2022).

P – Planning is defining activities and tasks. that must be practiced in each period to be a guideline as well as a direction in the operation Planning should include establishing objectives and the steps to be taken to achieve the desired results. There are many types of planning, including Strategic Planning, Tactical Planning, and Operational Planning.

O – Organization management is the determination of position structure, roles, duties, and work of all sectors to be consistent, smooth, and without overlapping. Organization management also includes organizing work to make work without interruption. Allocate the right people to the job Manage work systematically. to achieve the greatest work efficiency.

L – Leading Conditions to control work to be accomplished It must be able to motivate everyone to want to work together. Must manage personnel well. must understand their work and those of their subordinates Including having good problem-solving skills making careful, quick, and good decisions, able to lead everyone to achieve their goals to success.

C –Control is taking care of personnel as well as performing various tasks. by the planned work plan as well as following up and evaluating whether the performance is as planned or not. achieve objectives or not, how much success? Controlling also means dealing with problems effectively. Efficiency has the least impact on work as well.

##### **4.2 The Management 4M Theory**

The Management 4 M theory (Man, Money, Material, and Management) comes from the theory of economics with production management theory by Man; meaning the operator of the organization, Money; meaning the cost of an organization, Materials; meaning equipment various appliances throughout the building and premises, Management; meaning the business management such as the process of marketing, production process, and service process, etc (Bangmoo, 2002; Drucker, 2008; Drucker, 2012; Drucker, 2012). If the Ancient Chinese Chakngaew community market is well managed following the 4m theory, it can achieve the purpose of the Ancient Chinese Chak-new community market, that is, tourists will visit, people in the community will earn revenue, and careers will be sustainable.

Man is a worker, employee, or personnel from both inside and outside. is the most important factor. Because any production or operation must occur, relying on people. Either in terms of idea, planning, execution, or management of all forms of production or business activities. Developing real people is the most important thing to be successful in business. manpower management There must be human development in terms of knowledge, skills, and a plan for using people for efficiency and effectiveness as much as possible.

Money or capital used in business operations from both internal and external funds. In business, capital is the most important factor. Because not every business can run well if there is a loss in the operation of management theory. When doing business, everything must happen, it requires capital. because it will drive business and various factors To carry out both in terms of wages. operating expenses for purchasing materials used in business operations Focusing on the development of money is therefore the most important thing to be successful according to the principles of management in business operations.

Material is materials, things, raw materials, spare parts, products, services, or other equipment. contribute to the production of goods or services is the next most important thing. Because every business must rely on what is obtained in this group to be used as a resource in production. Therefore, we must know how to manage raw materials efficiently and have enough in production. Manage to get low cost in production. and make the business profitable. material management in the operation how to waste resources in production as little as possible. or utilization for maximum benefit

Management is a group of people in the organization to work together. To achieve common objectives of the organization which includes planning organization management recruitment leading or ordering and controlling the organization or attempting to achieve common human resource management

objectives. It consists of location-based applications, as well as the placement of human resources, financial resources, technology resources, and natural resources. It also helps manage various organizations. Let there be progress.

In addition, in terms of managing basketball clubs in schools and clubs outside the school, there are different goals and guidelines for management. And because basketball is very popular among Chinese youths, therefore, creating guidelines for promoting basketball for teenagers in basketball clubs is still necessary. To provide basketball clubs with guidelines for quality management, it can be practically applied and appropriate to the urban context.

### Conceptual Framework

The research title “Guideline to promote youth basketball for basketball club in Guangdong” was designed as follows:

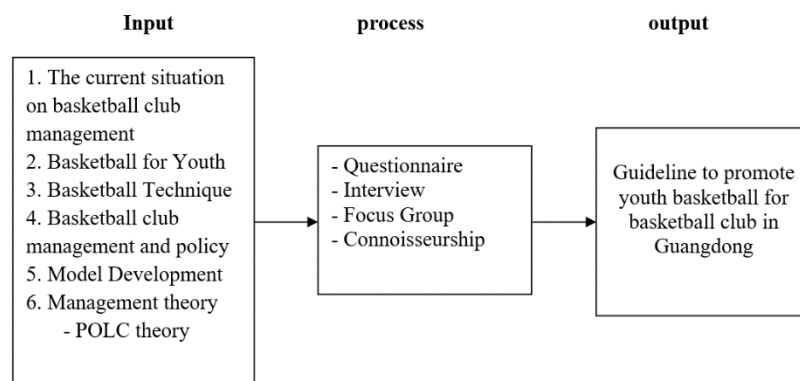


Figure 1 Conceptual Framework

### Methodology

#### Population specification and size

There were a total of 21 cities in Guangdong Province. The researcher will select 3 basketball clubs from each city, a total of 63 basketball clubs. Criteria for selecting basketball clubs are: It is the city's top three basketball clubs, which has a total of 100 youth basketball players or more. Each club will use 3 questionnaires including 1 questionnaire for club leaders and 2 questionnaires for club coaches, a total of 189 questionnaires. This study uses all of the populations for the questionnaire method to understand the problem and current situations regarding youth basketball management for basketball clubs in Guangdong.

#### Research participants

Using purposive sampling method as follows:

1. 5 experts were used to determine the quality of the questionnaire. (IOC)
2. 5 experts were used to interview experts to find ways to create a guidelines to promote youth basketball for the basketball club in Guangdong, including 2 basketball club leaders, 1 school basketball teacher, and 2 basketball coaches.
3. 9 experts for the Focus group method, including 3 basketball club leaders, 3 basketball coaches, 2 basketball club committees, and 1 school basketball teacher.
4. Connoisseurship method using 7 experts including 3 Physical education academics, 2 basketball club leaders, and 2 basketball club coaches.

#### Research tools

1. Questionnaire for collection of the data
2. Interviewing form for collecting the data from experts
3. Focus Group form for collecting the data from experts
4. Evaluation form for connoisseurship

#### Data Collection

1. A questionnaire was used to survey the problems and current situations in basketball club management from 21 cities in Guangdong Province. Each city will select 2 basketball clubs. A total of 3 questionnaires will be used per club, divided into 1 questionnaire for club leaders and 2 questionnaires for basketball coaches.



2. Literature review by consulting monographs, journal articles, newspapers, and magazines, and using websites such as CNKI and Chinese academic journals to search and access relevant literature materials.

3. Interview 5 experts to find ways to create a draft of the guideline.

4. The Focus group method by 9 experts to discuss and find appropriate solutions. Content has been added or edited in the management guidelines created.

5. Connoisseurship by 7 experts to verify the Guidelines to promote youth basketball for basketball club in Guangdong.

#### Data Analysis

1. Content analysis for interview method.

2. Content analysis for focus group method.

3. Content analysis for the Connoisseurship method.

## Results

The result of the focus group method about the draft of guidelines to promote basketball clubs for youth basketball players in Guangdong Province.

In this step, the researcher will send the draft of guidelines to promote basketball clubs for youth basketball players in Guangdong Province to 9 experts, including 3 basketball club leaders, 3 basketball coaches, 2 basketball club committee and 1 school basketball teacher to evaluate and propose improvements or additions of guidelines to promote basketball clubs for youth basketball players in Guangdong Province. The results were as follows:

Table 1 The result of the focus group method on the policy setting and planning to promote youth basketball for the basketball club area.

Basketball for the Basketball Club area:		Analyze the evaluation results from experts
NO.	Content	
Planning		
1	There must be a policy and plan for the promotion of youth basketball. Both short-term plans and long-term plans. The action plan must be based on the club's goals.	In terms of planning to support youth basketball, there must be clear examples of plans, such as plans for cooperation with provincial sports associations, and educational agencies, and seeking advice from promotion experts. Including checking the structure of the implementation plan to see if there is a violation of sports policy or not.
2	There is a detailed evaluation of the plan. Assess future problems and create targeted countermeasures.	
3	Create a policy regarding cooperation with external organizations and stakeholders. Survey the needs of various groups to bring in feedback to improve methods of promoting youth basketball.	
Organizing		
1	The organizational structure plan must be clear from the executive level to employees in each department such as the management department, the training department, the service department, and the human resources department.	Organizational structure planning should take into account first aid agencies, physical therapists, sports scientists, and sports nutritionists. This is because promoting athletes must make athletes confident in their health.
2	Manage duties and responsibilities for each department clearly by considering their abilities. Each department must have a leader who is an organizational executive who can solve immediate problems and has broad ideas.	
3	Group coaches based on the athletes' ability and suitability for the athletic level. Allocate time for training so that it does not affect the athletes' studies in school.	





NO.	Content	Analyze the evaluation results from experts
Leading		
1	Executives hold clarification meetings to set or emphasize clear policies/requirements. Create guidelines for members within the organization to adhere to. <u>Clearly explain the details of the policy.</u>	The details are quite complete. But it should be added that executives must have an understanding of management principles, market demand, and social factors including the sports situation of the country. There is always learning to develop oneself to keep up with the current situation.
2	Executives must have a forward-looking vision be open-minded and ask for the opinions of members within the organization. Involve employees in determining the action plan for promoting youth basketball for the basketball club.	
Controlling		
1	Create a governance plan, follow up systematically and continuously, based on the organization's objectives, and ask for opinions of members within the organization regarding the feasibility of the governance plan.	Monitoring performance must not be announced in advance but should provide a rough timeline to benefit club members' preparation. Executives from clubs in other cities can be invited to be co-evaluators. Ideas are presented between clubs and adapted to suit their club situations.
2	Create a systematic and continuous evaluation and reporting format. The results are reported and followed up on the social situation, economic system, people's way of life, and the current situation is applied to follow up and report the results appropriately.	
3	Weekly and monthly follow-up meetings are held to summarize work. Including analyzing operational problems to raise the level of basketball promotion for youth.	

Table 2 The result of the focus group method on creating an atmosphere and environment in the basketball club area.

Basketball Club Area:		Analyze the evaluation results from experts
NO.	Content	
Planning		
1	Organize a meeting to offer opinions on determining/planning the creation of an atmosphere within the basketball club that is appropriate and conducive to training.	The atmosphere of the club still needs to be improved in many other areas. For example, there should be a policy for cleanliness management. Establish an area where smoking is permitted and have regulations regarding the use and maintenance of the area. It is recommended that researchers write clear, concrete guidelines that can be put into practice immediately.
2	Survey the opinions of club members and committee members so that all departments can participate in determining/planning the environment within the basketball club.	
3	Create a plan to visit the training facility or other clubs in the same region to exchange the highlights of each club and apply them to your club. There is an exchange of coaches between clubs.	
Organizing		
1	There is an environment that promotes the learning of basketball skills in the club, such as providing a practice field for	Must take into account the section responsible for caring for, improving, repairing, and maintaining the

NO.	Content	Analyze the evaluation results from experts
	beginners/professional players. And there is a field supervisor to look after safety at all times.	premises. There are regular quality checks. The responsible person must have specific expertise, such as a training field or equipment supervisor. Must be able to check and Find defects in equipment to prevent accidents during practice.
2	There are materials and equipment available for training and facilitating basketball practice, including coaching resources.	
3	There is coordination with various agencies to facilitate members of the organization. There is coordination with schools or educational institutions to exchange theoretical knowledge or social aspects of athletes.	
<b>Leading</b>		
1	Executives organize training to create motivation and create awareness of the importance of promoting youth basketball.	It should be added that the management must create a good working atmosphere within the club. Serious in work and can be relied upon by other members of the organization. Activities are organized to strengthen relationships, making coworkers feel like their workplace is like home. On the other hand, administrators must learn how to set up an atmosphere that is conducive to promoting youth basketball, mainly based on the urban context.
2	Manage and create a warm atmosphere within the club. There is an exchange of knowledge with each other. There are activities with athletes within the club and across clubs.	
3	Management should promote the club to attract the attention of outside organizations. Create an atmosphere that is conducive to practicing.	
<b>Controlling</b>		
1	There is an exchange of knowledge and mutual assistance in promoting the basketball club together with parents. There is a survey of athletes' satisfaction with the management or satisfaction with the location and atmosphere within the club.	The guidelines are well-designed and comprehensive.
2	There are activities for youth basketball players to show their abilities to society to build confidence. There was a survey of satisfaction with the activities and a summary meeting with the athletes.	

Table 3 The result of the focus group method on providing club members with the ability to promote youth basketball area.

NO.	Content	Analyze the evaluation results from experts
<b>Planning</b>		
1	The opinions of club members from each section in terms of methods or formats for promoting youth basketball were asked to understand the problems and focus of each section.	In terms of member collaboration, there must be a plan for asking each other's opinions and there must be a coordination department with parents or those who have a stake in the club. Youth who are interested in practicing basketball must be encouraged from
2	There is a meeting of each department and the supervisor summarizes the results. After that, the meeting results are brought to a meeting with club	



NO.	Content	Analyze the evaluation results from experts
	leaders to jointly create action plans/projects/activities to promote youth basketball.	childhood and promote basketball in schools as well.
3	There is an exchange of information and needs of each department such as trainers, finance, venue management, materials, and public relations.	
Organizing		
1	Organize a variety of activities to increase relationships between members in various organizations for club members to practice or learn about promoting youth basketball.	It is recommended that the structure of staff in the club must cover all aspects, such as coaches, administrators, government agencies, schools, provincial sports associations, and parent groups. To plan a comprehensive youth basketball promotion plan.
2	Organize training to create knowledge and understanding as well as inform the structure of operations in promoting youth basketball to members within the club.	
3	There is training for staff in the club according to their abilities. There is a report of problems found to find solutions for jointly solving problems throughout the organization.	
Leading		
1	The management encourages club members to participate in training to promote youth basketball with experts or outside agencies as well as to fully utilize the potential of members within the organization.	The guidelines are well-designed and comprehensive.
2	Executives give advice or suggestions for promoting youth basketball to responsible parties, such as developing member relationships between various clubs.	
3	Executives should consider rewarding those who perform well. And there is encouragement to make those who do not perform well have encouragement to continue working.	
4	Management considers giving rewards or awards to all athletes to strengthen their morale in training and competing.	
Controlling		
1	Regularly inspecting, following up, and giving advice on youth basketball promotion of club members to find problems and solve them to achieve the club's goals.	It is recommended that club members should have an exchange of evaluations of each other's work. There is also a self-evaluation.
2	There is an evaluation and report on the results of operations so that club members can promote youth basketball. Have club members brainstorm ideas to solve problems or promote plans to promote youth basketball more effectively.	

Table 4 The result of the focus group method on the budget support for promoting youth basketball in the clubs of the club members area.



NO.	Content	Analyze the evaluation results from experts
Planning		
1	There is a request for a budget from the main organization to promote basketball, including having a long-term spending plan in advance. Funds are managed under the control of the Finance Department.	Any additional spending plans should be approved by all club members.
2	There is a clear process for disbursing or collecting evidence of budget use. Can be checked.	
3	The use of funds is planned under the control of private agencies or banks, including systematic management of association taxes and employee taxes.	
Organizing		
1	Basketball clubs should structure their public relations functions to generate revenue from outside organizations, including setting up a thorough financial management structure within the organization.	There should be examples of financial structuring, such as using money to promote the club. Using money in various activities in the organization Using funds to repair or improve equipment and facilities. The proportions must be divided clearly.
2	There is a budget allocated to promote youth basketball for the club and club members appropriately. Keep evidence of spending money every time. Whether it is money used to hire employees or money used to buy equipment or repair the place	
3	The financial structure of the association must be clear, and divided in proportion to the number of people and the importance of each section.	
Leading		
1	Executives coordinate with government and private agencies to provide budgets to support the promotion of youth basketball of the club and club members.	In addition to this, executives must find ways to raise funds from outside organizations, such as selling equipment that has a long lifespan but can still be used well. Carrying out activities that require collecting money and attracting the attention of the outside public
2	Consideration is given before hiring a technician or someone with expertise to regularly inspect materials, equipment, and locations within the club.	
3	The administrators allocate a budget to continuously promote youth basketball to club members. Inquire and check budget needs regularly.	
Controlling		
1	Supervise, follow up, and recommend the use of budgets to promote youth basketball, both for public relations purposes. Repair of equipment and premises and the budget used to hire employees.	The guidelines are well-designed and comprehensive.
2	There is a report on the results of using the operating budget to promote youth basketball of the club and members of the organization every month and every amount of income and expenses	





NO.	Content	Analyze the evaluation results from experts
	must be verified.	

### The guidelines to promote basketball clubs for youth basketball players in Guangdong Province.

In this step, the researcher uses opinions from experts during the focus group method to create the guidelines to promote basketball clubs for youth basketball players in Guangdong Province. The results were as follows:

Table 5 The guidelines of the policy setting and planning to promote youth basketball for the basketball club area.

NO.	Content
<b>Planning</b>	
1	There must be a policy and plan for the promotion of youth basketball. Both short-term plans and long-term plans. The action plan must be based on the club's goals.
2	There is a detailed evaluation of the plan. Assess future problems and create targeted countermeasures.
3	Create a policy regarding cooperation with external organizations and stakeholders. such as plans for cooperation with provincial sports associations, and educational agencies, and seeking advice from promotion experts. Survey the needs of various groups to bring in feedback to improve methods of promoting youth basketball.
4	There is a meeting planned to review and report on the current situation of sports policy of the province and country. Improve promotion strategies to be consistent with new policy objectives.
<b>Organizing</b>	
1	The organizational structure plan must be clear from the executive level to employees in each department such as the management department, the training department, the service department, and the human resources department.
2	Manage duties and responsibilities for each department clearly by considering their abilities. Each department must have a leader who is an organizational executive who can solve immediate problems and has broad ideas.
3	Group coaches based on the athletes' ability and suitability for the athletic level. Allocate time for training so that it does not affect the athletes' studies in school.
4	The organization's structure must include people with specific expertise who can promote youth basketball players, such as account first aid agencies, physical therapists, sports scientists, and sports nutritionists.
<b>Leading</b>	
1	Executives hold clarification meetings to set or emphasize clear policies/requirements. Create guidelines for members within the organization to adhere to. Clearly explain the details of the policy.
2	Executives must have a forward-looking vision be open-minded and ask for the opinions of members within the organization. Involve employees in determining the action plan for promoting youth basketball for the basketball club.
3	Executives must learn about management principles, market demand, and social factors including the sports situation of the country.
<b>Controlling</b>	
1	Create a governance plan, follow up systematically and continuously, based on the organization's objectives, and ask for opinions of members within the organization regarding the feasibility of the governance plan.



NO.	Content
<b>Planning</b>	
2	Create a systematic and continuous evaluation and reporting format. The results are reported and followed up on the social situation, economic system, people's way of life, and the current situation is applied to follow up and report the results appropriately.
3	Weekly and monthly follow-up meetings are held to summarize work. Including analyzing operational problems to raise the level of basketball promotion for youth.
4	Executives from clubs in other cities can be invited to be co-evaluators. Ideas are presented between clubs and adapted to suit their club situations.

From Table 5, it can be seen that the policy setting and planning to promote youth basketball for the basketball club area. After the researcher took the opinions of experts on the focus group method to improve and add to the guidelines to promote basketball clubs for youth basketball players in Guangdong Province, a total of 15 guidelines were created, divided into 4 items on planning component, 4 items on organizing component, 3 items on leading component and 4 items on controlling component.

Table 6 The guidelines for creating an atmosphere and environment in the basketball club area.

NO.	Content
<b>Planning</b>	
1	Organize a meeting to offer opinions on determining/planning the creation of an atmosphere within the basketball club that is appropriate and conducive to training.
2	Survey the opinions of club members and committee members so that all departments can participate in determining/planning the environment within the basketball club.
3	Create a plan to visit the training facility or other clubs in the same region to exchange the highlights of each club and apply them to your club. There is an exchange of coaches between clubs.
4	There should be a policy for cleanliness management. Establish an area where smoking is permitted and have regulations regarding the use and maintenance of the area.
<b>Organizing</b>	
1	There is an environment that promotes the learning of basketball skills in the club, such as providing a practice field for beginners/professional players. And there is a field supervisor to look after safety at all times.
2	There are materials and equipment available for training and facilitating basketball practice, including coaching resources.
3	There is coordination with various agencies to facilitate members of the organization. There is coordination with schools or educational institutions to exchange theoretical knowledge or social aspects of athletes.
4	The quality of equipment and facilities within the club are regularly inspected. The person doing the inspection must be someone who has expertise in using equipment and managing locations.
<b>Leading</b>	
1	Executives organize training to create motivation and create awareness of the importance of promoting youth basketball.
2	Manage and create a warm atmosphere within the club. There is an exchange of knowledge with each other. There are activities with athletes within the club and across clubs. Activities are organized to strengthen relationships
3	Management should promote the club to attract the attention of outside organizations. Create an atmosphere that is conducive to practicing.
<b>Controlling</b>	



NO.	Content
1	There is an exchange of knowledge and mutual assistance in promoting the basketball club together with parents. There is a survey of athletes' satisfaction with the management or satisfaction with the location and atmosphere within the club.
2	There are activities for youth basketball players to show their abilities to society to build confidence. There was a survey of satisfaction with the activities and a summary meeting with the athletes.

From Table 6, it can be seen that the creating an atmosphere and environment in the basketball club area. After the researcher took the opinions of experts on the focus group method to improve and add to the guidelines to promote basketball clubs for youth basketball players in Guangdong Province, a total of 13 guidelines were created, divided into 4 items on planning component, 4 items on organizing component, 3 items on leading component and 2 items on controlling component.

Table 7 The guidelines for providing club members with the ability to promote youth basketball area.

NO.	Content
<b>Planning</b>	
1	The opinions of club members from each section in terms of methods or formats for promoting youth basketball were asked to understand the problems and focus of each section.
2	There is a meeting of each department and the supervisor summarizes the results. After that, the meeting results are brought to a meeting with club leaders to jointly create action plans/projects/activities to promote youth basketball.
3	There is an exchange of information and needs inside and outside the department such as trainers, finance, venue management, materials, and public relations.
4	There must be a coordination department with parents or those who have a stake in the club. Youth who are interested in practicing basketball must be encouraged from childhood and promote basketball in schools as well.
<b>Organizing</b>	
1	Organize a variety of activities to increase relationships between members in various organizations for club members to practice or learn about promoting youth basketball.
2	Organize training to create knowledge and understanding as well as inform the structure of operations in promoting youth basketball to members within the club.
3	There is training for staff in the club according to their abilities. There is a report of problems found to find solutions for jointly solving problems throughout the organization.
4	The structure of staff in the club must cover all aspects, such as coaches, administrators, government agencies, schools, provincial sports associations, and parent groups. To plan a comprehensive youth basketball promotion plan.
<b>Leading</b>	
1	The management encourages club members to participate in training to promote youth basketball with experts or outside agencies as well as to fully utilize the potential of members within the organization.
2	Executives give advice or suggestions for promoting youth basketball to responsible parties, such as developing member relationships between various clubs.
3	Executives should consider rewarding those who perform well. And there is encouragement to make those who do not perform well have encouragement to continue working.
4	Management considers giving rewards or awards to all athletes to strengthen their morale in training and competing.
<b>Controlling</b>	



NO.	Content
1	Regularly inspecting, following up, and giving advice on youth basketball promotion of club members to find problems and solve them to achieve the club's goals.
2	There is an evaluation and report on the results of operations so that club members can promote youth basketball. Have club members brainstorm ideas to solve problems or promote plans to promote youth basketball more effectively.
3	The club members should have an exchange of evaluations of each other's work. There is also a self-evaluation.

From Table 7, it can be seen that the club members with the ability to promote youth basketball area. After the researcher took the opinions of experts on the focus group method to improve and add to the guidelines to promote basketball clubs for youth basketball players in Guangdong Province, a total of 15 guidelines were created, divided into 4 items on planning component, 4 items on organizing component, 4 items on leading component and 3 items on controlling component.

Table 8 The guidelines of the budget support for promoting youth basketball in the clubs of the club members area.

NO.	Content
<b>Planning</b>	
1	There is a request for a budget from the main organization to promote basketball, including having a long-term spending plan in advance. Funds are managed under the control of the Finance Department. And any additional spending plans should be approved by all club members.
2	There is a clear process for disbursing or collecting evidence of budget use. Can be checked.
3	The use of funds is planned under the control of private agencies or banks, including systematic management of association taxes and employee taxes.
<b>Organizing</b>	
1	Basketball clubs should structure their public relations functions to generate revenue from outside organizations, including setting up a thorough financial management structure within the organization.
2	There is a budget allocated to promote youth basketball for the club and club members appropriately. Keep evidence of spending money every time. Whether it is money used to hire employees or money used to buy equipment or repair the place.
3	The financial structure of the association must be clear, divided in proportion to the number of people and the importance of each section such as using money to promote the club. Using money in various activities in the organization Using funds to repair or improve equipment and facilities. The proportions must be divided clearly.
<b>Leading</b>	
1	Executives coordinate with government and private agencies to provide budgets to support the promotion of youth basketball of the club and club members.
2	Consideration is given before hiring a technician or someone with expertise to regularly inspect materials, equipment, and locations within the club.
3	The administrators allocate a budget to continuously promote youth basketball to club members. Inquire and check budget needs regularly.
4	Executives must find ways to raise funds from outside organizations, such as selling equipment that has a long lifespan but can still be used well. Carrying out activities that require collecting money and attracting the attention of the outside public
<b>Controlling</b>	





NO.	Content
1	Supervise, follow up, and recommend the use of budgets to promote youth basketball, both for public relations purposes. Repair of equipment and premises and the budget used to hire employees.
2	There is a report on the results of using the operating budget to promote youth basketball of the club and members of the organization every month and every amount of income and expenses must be verified.

From Table 8, it can be seen that the budget supports promoting youth basketball in the clubs of the club members area. After the researcher took the opinions of experts on the focus group method to improve and add to the guidelines to promote basketball clubs for youth basketball players in Guangdong Province, a total of 12 guidelines were created, divided into 3 items on planning component, 3 items on organizing component, 4 items on leading component and 2 items on controlling component.

## Discussion

The guideline to promote youth basketball for basketball clubs in Guangdong consists of 4 areas: 1) The policy setting and planning to promote youth basketball for basketball club area consists of 15 guidelines; 2) The creating an atmosphere and environment in the basketball club area consists of 13 guidelines; 3) The providing club members with the ability to promote youth basketball area consists of 15 guidelines; 4) The budget support for promoting youth basketball in the clubs of club members area consists of 12 guidelines.

The guidelines of the policy setting and planning to promote youth basketball for basketball club area, the one of guideline shown There is a meeting planned to review and report on the current situation of sports policy of the province and country. Improve promotion strategies to be consistent with new policy objectives. The result was consistent with Li's (2022) use of the construction outline as policy support, through function analysis and problem analysis, to point out the existing problems related to insufficient supervision and inaccurate positioning, and to put forward more clear goals and pursuits for youth sports clubs based on the actual development of the club.

The guidelines of the providing club members with the ability to promote youth basketball area. The the researcher found that the structure of staff in the club must cover all aspects, such as coaches, administrators, government agencies, schools, provincial sports associations, parent groups, and hospitals. To plan a comprehensive youth basketball promotion plan. The result was consistent with Yang & Zhang (2022) and Wu Chaolin (2004) they believe that the further improve the physical health of young people and increase reserve basketball talents, the government in our country has coordinated sports policy planning and formed a relatively specific and sustainable reform plan.

On the guidelines of the policy setting and planning to promote youth basketball for the basketball club area, the one of guidelines shows that executives must learn about management principles, market demand, and social factors including the sports situation of the country. The result was consistent with Liang & Xiong (2021), who investigated the location and influencing factors of Changsha operating basketball clubs and found that: Changsha City operating basketball club management system, advertising methods, economic and other factors have an impact on the development of Changsha operating basketball clubs. It has a certain influence, and it is proposed that the development of Changsha basketball clubs should start by absorbing market demand, diversifying flexible management methods, focusing on building a training team and improving the club's operating system and management structure.

Finally, the guidelines to promote basketball clubs for youth basketball players in Guangdong Province are clear. Can be used and it is not contrary to government policy, but it must focus on providing club members with the ability to promote youth basketball area. Including presenting strategies, and alternative plans, and making recommendations for clear monitoring and evaluation. It can be applied to other sports, but it should start with a small organization first.

## Recommendation

### 1. Application of research results

1.1 The results of this research were collected from four problems and created guidelines using POLC management theory and were accepted by many groups of experts. Therefore, this approach can be practically applied.



1.2 The results of this study can be applied in basketball clubs everywhere in China, but before applying, the guidelines should be improved to meet the urban context.

1.3 The researcher recommends that this guideline be presented to the basketball association of each province so that it can be widely used.

## 2. Future Study

Should increase the group to explore problems using questionnaires. and increase the number of experts and increase the group of experts to obtain more reliable information.

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