



Development Strategy Management Model for Tennis Club in Guangzhou City, the People's Republic of China

Lin Zexin¹ and Pattarapon Maharkan²

Faculty of Sports Science and Technology, Bangkokthonburi University, Thailand

¹E-mail: 972406004@qq.com, ORCID ID: <https://orcid.org/0009-0004-6005-637X>

²E-mail: paulsport@gmail.com, ORCID ID: <https://orcid.org/0009-0003-5761-7036>

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Abstract

Background and Aim: More tennis players in Guangzhou offer a larger platform for the sport's growth. The Guangzhou Tennis Club has grown quickly in the last few years. However, as the tennis club has grown, several issues have emerged, including management, staffing, and club operations.

Materials and Methods: This study used a questionnaire to look into 286 club members, 143 club coaches, and 53 club administrators from 50 tennis clubs in Guangzhou. The data is analyzed using the descriptive statistics method, and the resultant conclusion serves as a foundation for guidance for the Guangzhou Tennis Club's strategic management model. The instrument; (1) Survey data questionnaire for research purposes. (2) Evaluation form for focus groups. (3) Expert interview guide. (4) Questionnaire for expert assessment. Analyzing Data: (1) The average and percentage must be used in the questionnaire. (2) Content analysis will be used to analyze the data from focus groups and interviews.

Results: (1) Able to fully mobilize resources to support development; good at forging cooperative relationships with pertinent institutions. (2) There are organizations to support the growth of the tennis club, and the staff management structure is well-defined. (3) There are standards and design requirements for both members and staff to meet to enter the club. Issues and challenges: (1) Absence of strategies to encourage tennis club growth in conjunction with pertinent institutional or national policies. (2) Professional staff is absent from tennis club management and instruction, and the clubs' development trajectory is unidirectional. (3) Absence of a system for tracking tennis club performance and lack of authority over the maximum number of members. And (4) abusing the tennis club welfare allowance, pressuring staff members.

Conclusion: (1) Guangzhou Tennis Club should be taken into consideration when creating the phased development plan, and national and government policies should be used to promote development. The organizing section's management development strategy can be summed up as follows: using the organization's current resources to support the club's quick development. The leading development strategy should be summed up in the leadership section as follows: suitable systems should be developed to standardize each employee's daily work and have requirements for employees. The following succinctly describes the controlling development strategy in the control section: planning employee development and effectively ensuring employee welfare, as well as collaboratively advancing the growth of Guangzhou Tennis Club. (2) Fifteen experts have given the Guangzhou Tennis Club's development strategy management mode, which was created for this study, high marks. The Guangzhou Tennis Club's development strategic management mode received an average score of 4.65 from 15 participants, indicating that the experts are satisfied with the mode's practical application and overall impact.

Keywords: Tennis Club; Development Strategic Management Mode; Guangzhou City

Introduction

With the prosperity and stable development of society, people's living standards and per capita income continue to rise, and leisure time is more adequate. After the promulgation of the Outline of the Healthy China 2030 Plan, people pay more attention to physical exercise and promote the comprehensive development of mass sports (Chen, 2021). In particular, the successful holding of the 2022 Beijing Winter Olympics calls on people to actively participate in mass sports and ice and snow sports and raises people's sports and fitness concepts to a higher level. Tennis is a very popular ball sport with strong sports value and viewing value, which can meet the needs of participants to exercise their physical fitness, pursue sports enjoyment, and release internal pressure (Gao, 2019). Compared with other sports, tennis integrates strength and art and integrates various elements such as shape, clothing, and environment into the sport. It is suitable for the participation of people of different genders, ages, and professions, and is easy to carry out large-scale popularization and promotion among the masses.



The remarkable achievements of competitive tennis in China have accelerated the popularity of tennis in the country, especially after Li Na won the French Open and the Australian Open Grand Slam, the development of Chinese tennis has set off a boom. China has successfully held international tennis competitions many times, and domestic tennis competitions have also entered a stage of rapid development, especially since the development of tennis competitions has begun to take shape (Bai & Lu, 2019). Every year, large-scale tennis tournaments are held in Beijing, Guangzhou, Shanghai, Chengdu, and other places, and tennis tournaments of different sizes are also held in different cities. For example, Chengdu successfully hosted the "Chengde Meizi Cup" tennis Open in 2021, and Guangzhou successfully hosted the Guangdong tennis tour in 2023. At the same time, nationwide tennis competitions are also in full swing, such as the 2022 China Tennis Championship, the 2022 China Tennis Tour CTA1000 Guangzhou Huangpu Station, and the Hong Kong-Macao Greater Bay Area Tennis Open. Although the development of tennis in China is relatively late and the mass base is not high, tennis has achieved rapid development in recent years. The number and size of tennis courts have increased significantly, and the total tennis population has also advanced by leaps and bounds (Feng & Zhang, 2019). tennis tournaments of different sizes have been held in different regions. From the perspective of the scale and development speed of tennis events, big cities are better than small and medium-sized cities, coastal cities are better than inland cities, and economically developed areas are better than economically backward areas, which is specifically reflected in the tennis population and tennis court construction (Li, 2018).

Guangzhou is the capital city of Guangdong Province and is also a core city of the Pearl River Delta and the Guangdong-Hong Kong-Macao Greater Bay Area. Guangzhou's economic development has been maintained at a relatively fast level. Under the background of rapid economic development, Guangzhou sports also realized the synchronous development, the popular mass sports are gradually increasing, tennis club numbers increasing, the development of tennis club tennis players in Guangzhou have a good quality foundation, there are a large number of tennis players active in various games (Liu, 2019). However, due to the imperfect facilities of the tennis club, the teaching level of the tennis club coaches is uneven, so the tennis players of Guangzhou Tennis Club have not caught up with other first-tier cities in China.

Objectives

1. To develop a strategy management model for a tennis club in Guangzhou city, The People's Republic of China.
2. To study the current situation about strategy management model for a tennis club in Guangzhou city.
3. To draft the strategy management model for a tennis club in Guangzhou city.
4. To evaluate the strategy management model for a tennis club in Guangzhou city.

Literature Review

1. The concept of tennis

Tennis (tennis) is a beautiful and intense sport, the origin and development of tennis can be summed up in four sentences: born in France, born in Britain, began to popularize and form a climax in the United States, now prevalent in the world, known as the world's second-largest ball sport.

Tennis is a kind of sports activity that people take tennis as a means of sports to enhance physical fitness, promote physical and mental health, enrich cultural life, and volunteer. According to the composition regulations of social sports elements, tennis is mainly composed of tennis court facilities, tennis enthusiasts, tennis coaches, organizers, and other elements. In recent years, with the popularization and development of tennis, tennis is deeply welcomed and loved by the masses. The sport itself is interesting and artistic, which can exercise the physical quality of the participants, and has a strong significance and value of exercise. Participants can adjust the amount of exercise according to their physical conditions and state, so tennis is suitable for people of different genders and ages, and it is a mass sports program suitable for wide promotion (Xiao, 2018).

2. The development and training of tennis players



Li puts forward the road of diversification to the management mode of sports teams and points out the main training mode and specific implementation methods in the future. The national system and professional mode are in the period of running, the contradiction between learning and training needs to be solved, and the integration of world tennis professionalism and the coaching level of tennis coaches needs to be strengthened (Li, 2014).

Zhang mentioned the basic theory of establishing the training mode of competitive sports reserve talents suitable for China's national conditions and emphasized the development and utilization of China's excellent sports reserve talent pool resources. From the perspective of economics, the author analyzes and puts forward a new idea: "The technical ability and knowledge reserve ability can be transformed into" reserve talent capital " and integrated into the sports talent resource pool (Zhang, 2019).

Wu mentioned following the objective laws of tennis, from the aspects of selection, training, and competition, increasing the rational use of tennis resources, efforts to solve the youth reserve talent training mode of unreasonable factors, increasing talent introduction policy, organizing regular training, the government and sports departments should strengthen capital investment, make the construction of tennis court more perfect, tennis departments in terms of athletes training and game need to play a guiding role, provide scientific and reasonable guidelines for tennis (Wu, 2015).

3. The developmental dilemma of tennis players

Li put forward the basic situation of coaches and athletes and transport tennis training and material analysis on athletes, focusing on the seriousness of the contradiction, young athletes reserve less limited material, coaches in scientific research and training experience are relatively weak, from the internal factors, target factors, system factors such as three factors analyze the reason (Li, 2014).

Li studied and analyzed the basic situation of athletes and coaches, scientific selection methods, and the current situation of tennis training, and emphasized the role of the school's cultural courses in the training of tennis reserve talents. The tennis reserve talents mainly come from urban sports schools. The contradiction between learning and training is prominent, which indicates that the number of grassroots tennis coaches in Xuzhou is relatively lacking, the competition opportunities are few, and the skills and competition experience cannot be improved (Li, 2018).

Tan's research points out that the lack of training goals, professional competition experience, and the lack of sponsors have become the main factors restricting the development level of men's tennis in China. From the analysis of the training objectives, the athletes have different investment intensities in domestic and foreign competitions. The lack of competition experience makes it difficult for athletes to perform in world competitions, which then affects their performance. Domestic sponsors invest more in athletes or teams with champions and have limited support for men's tennis (Tan & Lu, 2019).

4. Tennis coaches

Ran pointed out that "the coaches of sports schools should play their role as organizers and managers in the process of sports training, and the scale of tennis reserve talents is affected by the coaching level of the coaches". The article points out that most coaches select athletes according to their personal experience, and the coaches who have trained the transformation of professional tennis players account for a small part of the huge team of tennis coaches in Jiangsu Province, and the professional quality of the coaches is not high. The coaching period is not long, and the teaching experience is lacking. With limited on-the-spot guidance ability and a lack of scientific research, coaches generally have a poor expression of oral English ability (Ran, 2020).

Su pointed out that the training system of tennis coaches in China is divided into four levels. In the countermeasures proposed for China's tennis coach training system, he emphasized the construction of a network platform and making full use of modern network science technology and network technology to improve the platform for enriching the vision of coaches and communicating with the outside world (Su, 2012).

Zhang studied and analyzed the basic situation of high-level tennis coaches in China, and concluded that the improvement of the overall quality is the primary task for high-level tennis coaches



in China, followed by the improvement of the scientific research ability of the coaches, and finally the professional foreign language knowledge reserve of tennis (Zhao, 2018).

5. Strategies development process

1: Clear goals, and stimulate the enthusiasm of employees in the operation and management of employees, the first thing is to clarify the goals, so that employees understand the benefits and significance of joining. Through regular organization of various interesting activities, provide a platform for employees to communicate and interact, and stimulate the enthusiasm and enthusiasm of employees. 2: Establish a good organizational structure a successful club cannot do without a good organizational structure. In the operation and management of employees, it is necessary to clarify the responsibilities of each position to ensure that the work of the club can be carried out in an orderly manner. 3: Innovative activity forms to increase employee participation. The variety of activities can better attract the participation of employees. In addition to traditional activities such as dinners and trips, some interesting themed activities can also be carried out, such as talent shows, yoga classes, etc., so that employees can show their talents in a relaxed and pleasant atmosphere, and increase participation and sense of belonging of employees.

The development process is a dialectical view of structure, which refers to the connection and interaction of various components within the whole society and the resulting improvement of activity ability. If growth cannot change the relationship and ability among various elements within the whole society, it is called "growth without development". After all, the so-called social progress is not an inevitable and predictable thing but is achieved through the accumulation of time and social development (Wang, 2018).

Wang et al put forward the trend of reform of the training system for competitive sports reserve talents, that government departments should formulate and constantly improve the investment training policy for junior tennis reserve talents, give full play to the basic role of provincial and municipal input, effectively mobilize the enthusiasm of diverse social input, gradually establish and form a national key input oriented, provincial and municipal input based, families, clubs and enterprises Multiple social input, such as brokerage companies, is necessary to supplement, a reserve talent input mechanism that is more in line with the requirements of the operating mechanism of the socialist market economy. According to the different sources of investment, the current training modes of professional tennis players in the world are divided into four, - family training modes. Two broker models. Three enterprise or club model. Iv. The strategic investment model for international tennis organizations to promote and develop, has short-term and obligatory characteristics (Wang, 2017).

6. Tennis club management

What the United States Tennis Club does is a kind of social service on the platform of tennis, and it needs to integrate into various local communities. Operators need to understand tennis and operations. 1) Compared with local people, many adult amateur Chinese play tennis just for fun. In recent years, I have played in the league and occasionally met Chinese players in USTA events, but there are not many who integrate into the local league. It's the opposite of junior tennis. 2) Playing tennis and running a tennis hall are two different things. 3) Indoor tennis halls in the United States are members-only. The stadium is very old. Most of the old stadiums have land use rights. The new stadium is also directly bought and directly covered by the stadium. Once invested, it's passed down from generation to generation. The income is very stable. There's a stadium near me that turned 60 years old last year and the third generation of the family took over. 4) The modern American tennis center has a separate club or a tennis hall with a fitness center. The average indoor court has at least four courts (four can host various league matches). Most are 6-10 tablets. The indoor courts are mainly hard courts, with a small amount of clay courts. 5) Grass tennis courts with large sets are generally professional tennis courts. Membership is very fixed. Some clubs are over 100 years old. Very premium service. 6) Club operation depends not only on the coach but also on the atmosphere. Offer a variety of events and training at multiple levels. And it makes it easy for the players to advance. The level of the players in the club determines the level of the club. As long as a player has a tournament,



it is normal to play a game within an hour of driving here. A good club is diverse, whether in terms of hardware or soft services, there are always programs to meet the needs of players of different ages and skill levels.⁷⁾ There are many club leagues. And all kinds of post-game parties. Usually in training, everyone will sit down to communicate and chat. Hold various activities.

According to the investigation, there was once a tennis club (Fu Bang Tennis Club in Baise City, located in the forest park of You Jiang District of Bai se City, but due to poor management, leading to disintegration, the coaches were also diverted to various enterprises and institutions. (Feng & Zhang, 2019).

The survey found that most of the tennis clubs in Beijing generally have the following problems: club managers lack professional management knowledge. The club's coaching level is uneven. The club's use of the site is not reasonable enough under the only conditions. The organization form of the club is relatively single. (Gao, 2019).

Through the investigation and analysis of the literature method, the questionnaire survey method, the logical analysis method, and the interview method, the tennis clubs are small, and unbalanced, and unbalanced; the tennis clubs focus on tennis training and teaching. The students are relatively high; the management system and regulations are not perfect. Aiming at the above problems and deficiencies. It is proposed to provide a valuable theoretical basis for the development of tennis clubs. (Gu, 2010).

The article mentioned that there are not many tennis venues in Hefei, and these venues are not concentrated enough and are run by individuals; the tennis clubs in Hefei are mainly private, and the number of tennis venues is small and scattered. The number of professional tennis coaches is small and the level is uneven; the participants are mainly composed of businessmen, leading cadres, and students. (Han, 2014).

Given the problems existing in many tennis clubs in China, the following development suggestions and modes are proposed: to improve the quality of administrators and improve the management system of the club. Strengthen the professional skills training of coaches and improve the teaching level of coaches. Reasonable use of resources improves the service quality of the club. Enrich the form of club activities and create a diversified club culture. (Huang, 2016).

The paper points out that in the operation of commercial clubs, Shanghai tennis coaches are not perfect, publicity and the marketing methods are relatively simple; the education and professional level of management personnel need to be improved; the price of tennis is generally high. (Lin, S, 2017).

7. Principles of tennis club

Tennis club mainly uses tennis participants to obtain leisure, entertainment, hobbies, and fitness effects, and the technical requirements for tennis are not so high. The existence of tennis clubs also includes for-profit commercial tennis clubs and pure public welfare tennis clubs. (Hewitt, 2011).

The paper points out that the current tennis clubs are developing rapidly and the number is uniform. The operation of the tennis industry is constantly innovative in thought, according to the needs of the masses, accurately grasp the law of the market economy, and realize industrialization as soon as possible. (Huiyi, 2020).

The paper mentioned that the membership system is the operation mode of the Wuhan tennis club and implements a scientific and reasonable operation mode, to realize the consumption needs of various consumers and meet their consumer psychology; there are many operating tennis clubs in the business district, large units and residential areas, the overall distribution is more scientific, and the clubs in the commercial district are generally located in the units and residential areas. (Chen, 2017).

In the United States, there are more than 70 million people involved in tennis, and each American university has more than 40 tennis courts on average. Italy has 2 million registered tennis players and more than 3,000 tennis clubs. There are 1.5 million registered members in the more than 4,000 clubs in France. Sweden has more than 8 million people, one-eighth of whom is involved in tennis. Switzerland has a total population of more than 6 million, but there are 2,930 tennis courts alone. There are two types of Japanese tennis courts: government construction and private construction. In



foreign countries, the policy adopted for community tennis venues is mainly to give the development of tennis clubs through financial subsidies, tax exemption, low-rent rental of apprentices, and other means. (Liu, 2019).

Tennis sports in economically developed countries attention and praise, people mainly by white-collar workers, high-income professional personnel, and higher cultural quality college students, because of this class with a stable career, fixed time, want to tennis club as personal social communication, increased interpersonal communication means to enrich their life. (Ma, 2018).

The main principles of the operation of the tennis club mainly include the following four points: 1. Business philosophy: Now the tennis club is no longer based on competition, more is the concept of interest + entertainment leisure. 2. Attach importance to new media marketing. Marketing is not sales, better display tennis, stimulate the desire to participate in good marketing, increase the number of customers experience. 3. Organizational structure of the club. Whether to over-rely on coach entrepreneurship, if relying on coach entrepreneurship, the human cost structure and later personnel flow risk is very large. 4. Pay attention to member activities, tennis is a relatively slow progress and more difficult to master the sport, so we must organize training activities, competitions, do user cycle management.

8. Summary

To sum up, the problems existing in the development and integration of all tennis clubs in China also have different characteristics due to the development of different regions, cultures, and economies. Among them, the level of club tennis coaches, the management level of tennis club leaders, and the consumption preference of tennis club members are all within the scope of the survey objectives, which truly and objectively reflects the problems existing in the management and development mode of tennis clubs in China. The special economic and cultural background of Guangzhou city will certainly bring new vitality and direction to the development and cultivation of the Guangzhou Tennis Club in the People's Republic of China.

Conceptual Framework

The research title “Development Strategy Management Model for Tennis Club in Guangzhou City, The People’s Republic of China” was designed as follows

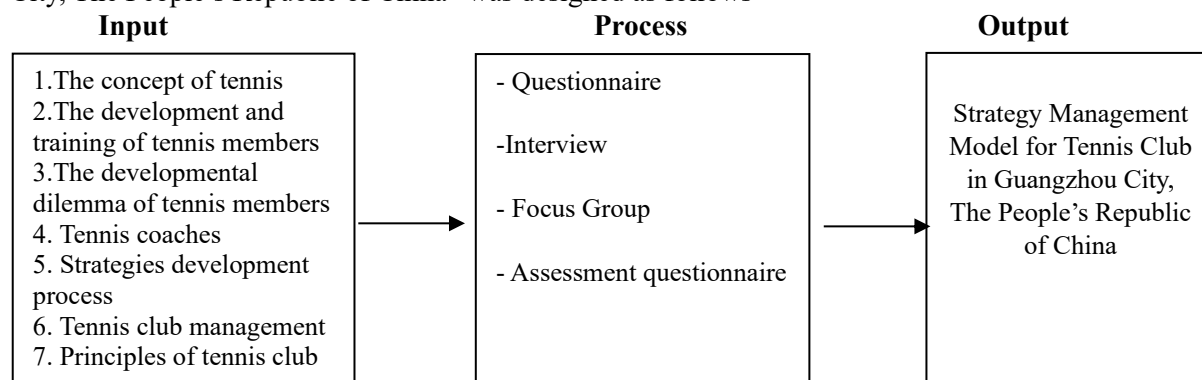


Figure 1 Conceptual Framework

Methodology

Population and sample: Population specification and size: In this study, 1000 tennis club members, 500 tennis club coaches, and 200 tennis club leaders in Guangzhou were selected as the populations of this study. All the players and coaches were from 50 tennis clubs in Guangzhou. Sampling techniques: All the members, coaches, and leaders in this questionnaire survey were selected by random sampling method, Sampling was mainly using the $n = \frac{N}{1 + Ne^2}$ and the sampling was 5%. A total of 286 tennis club members, 143 tennis club coaches, and 56 tennis club leaders were selected



from Guangzhou. The tennis club members ranged in age from 20 or above. The tennis club coaches and leaders are over 35 years old.

Research instrument

1. Questionnaire for survey data
2. Focus group evaluation form
3. Expert interview outline
4. Expert assessment questionnaire

Data collection

1. Literature review: In this study, the keywords "tennis", "tennis club" and "development strategy" to browse 54 articles of literature in CNKI, VIP database, and Wanfang database, further study and organize the collected literature, broaden the research ideas, summarize and summarize relevant conclusions, and provide theoretical reference for subsequent research.

2. Questionnaire survey: This study has designed questionnaires for members and coaches for the topics of "tennis", "tennis club" and "development strategy". In this study, 286 tennis club members, 143 tennis club coaches, and 56 tennis club leaders were randomly selected for the questionnaire survey. They distributed the questionnaires to the members, coaches, and leaders. The data were then analyzed, and the results were summarized.

Data Analysis

The questionnaire needs to use the average, the percentage. The interview method and focus group method will use content analysis to analyze the data.

Research Process: The study will operate in the following steps:

Step 1: Research and review the literature and create research tools. Knowledge gathered from research, books, textbooks, references, and related literature to understand the current state of development of tennis clubs across China. And designed the Guangzhou Tennis Club Member Development Status Questionnaire, Guangzhou Tennis Club Coach Situation Questionnaire and Guangzhou Tennis Club Leader Situation Questionnaire.

Step 2: Build and use high-quality tools

1. Proofread the design of the three questionnaires
2. Compile the reliability and validity questionnaire and send it to experts for evaluation
3. Prepare all drafts and consult consultants and experts to determine the content

Tool effectiveness and reliability. To ensure the accuracy of the study results, the researchers invited 15 professionals, all of whom were qualified tennis coaches with more than 10 years of experience, and all of whom were recognized professionals in the tennis industry.

Step 3: Collect and analyze the collected questionnaire data.

Step 4: Ask members, coaches, and leaders about the main factors affecting the development of tennis in Guangzhou.

Step 5: Conclusion Present the research results and prepare for the defense.

Results

1. Results of a questionnaire survey on the problems and management obstacles of tennis clubs in Guangzhou

To strengthen the high-quality development of the Guangzhou Tennis Club, a POLC questionnaire survey and equal evaluation were conducted on 485 stakeholders of the Guangzhou Tennis Club in the development of the Guangzhou Tennis Club in China.

It shows the components of the Guangzhou Tennis Club stakeholder POLC questionnaire - arithmetic mean, standard deviation, and each variable level.

This part of the questionnaire includes the problems and obstacles existing in the development of the Guangzhou Tennis Club in China. Use the POLC conceptual structure to identify potential problems in various areas. In addition, the researchers analyzed and collated these problems from literature reviews and related literature, which can be summarized into problems in various fields, as shown in the table below.



1.1 Opinions of Guangzhou Tennis Club stakeholders on issues and obstacles in the planning section

Table 1 Statistical table of opinions of stakeholders of Guangzhou Tennis Club on planning issues and obstacles (N =485)

| | Content | \bar{x} | S.D. | Rating |
|-----------------|---|-----------|-------|----------|
| Planning | | | | |
| 1 | Relevant agencies have formulated policies to promote the harmonious development of tennis clubs | 3.41 | ±0.92 | moderate |
| 2 | The development plan of the tennis club is consistent with the career vision of the whole staff in the club. | 3.72 | ±0.99 | high |
| 3 | Annual targets have been set for the large-scale development of tennis clubs. | 3.90 | ±1.10 | high |
| 4 | Analyze the environment and assess the readiness of resources to plan the scale development of the tennis club. | 3.26 | ±0.89 | moderate |
| 5 | A plan to promote the development of club tennis will be developed by national or relevant agency policies. | 3.06 | ±0.78 | moderate |
| 6 | Specific strategies have been formulated to promote the large-scale development of tennis clubs. | 3.31 | ±0.90 | moderate |
| 7 | Have a strategic plan for promoting the tennis club in the short, medium, and long term. | 3.65 | ±0.96 | high |
| 8 | There is a plan to establish a network of cooperation with universities, sports clubs, and other relevant institutions. | 3.92 | ±1.11 | high |
| 9 | There are plans to establish collaborative networks with universities, sports clubs, and other related organizations. | 3.87 | ±1.10 | high |
| 10 | It is planned to establish a cooperation network with online publicity platforms and promotion units. | 4.03 | ±1.20 | high |

From Table 1, can be seen that the highest average score of stakeholders of Guangzhou Tennis Club on issues related to the planning is “It is planned to establish a cooperation network with online publicity platforms and promotion units.” (\bar{x} =4.03), and the second average score is “There is a plan to establish a network of cooperation with universities, sports clubs, and other relevant institutions.” (\bar{x} =3.92). It can be seen from this that Guangzhou Tennis Club has done a good job in planning and establishing a win-win relationship with relevant institutions, and can fully mobilize resources to help the tennis club achieve development. The lowest average score was divided into “A plan to promote the development of club tennis will be developed by national or relevant agency policies.” (\bar{x} =3.06), and the second lowest average score was divided into “Analyze the environment and assess the readiness of resources to plan the scale development of the tennis club.” (\bar{x} =3.26). From this, it can be seen that Guangzhou Tennis Club still has some shortcomings in the aspect of planning and formulating the development program of tennis clubs in combination with the policies of the state or





relevant institutions. From the objective condition, due to the impact of the novel coronavirus epidemic, the economic environment of Guangzhou and even the whole of China has not yet recovered, and the tennis club is a sports club with high consumption, which will be more affected by the economic environment. From the perspective of subjective conditions, the business model of tennis clubs originated from developed countries in Europe and the United States, and the development planning mode of most tennis clubs in China also mostly refers to developed countries in Europe and the United States, but the development planning mode of developed countries in Europe and the United States is not quite in line with China's development policy and actual national conditions. Therefore, in the future, each tennis club in Guangzhou should design the development path and planning scheme under the premise of meeting the actual situation of their clubs, and cannot refer to the development model of tennis clubs in developed countries in Europe and the United States.

1.2 Opinions of stakeholders of Guangzhou Tennis Club on problems and obstacles in the organizing part

Table 2 Statistical table of opinions of stakeholders of Guangzhou Tennis Club on organizing issues and obstacles (N =485)

| | | \bar{x} | S.D. | Rating |
|-------------------|---|-----------|-------|----------|
| Organizing | | | | |
| 1 | People with the knowledge, ability, and experience are responsible for the management of tennis club teaching. | 2.42 | ±0.75 | low |
| 2 | There is a department responsible for managing the change of tennis club personnel and promoting the development of tennis club personnel. | 3.35 | ±0.86 | moderate |
| 3 | There are people directly responsible for recruiting and training athletes to become club coaches. | 3.08 | ±0.78 | moderate |
| 4 | The allocation of personnel and their respective scope of work are determined to be relevant and appropriate. | 3.31 | ±0.91 | moderate |
| 5 | A person has been appointed to manage and operate the recruitment budget for promotion tennis coaches. | 3.82 | ±1.11 | high |
| 6 | Designate a body responsible for promoting the expansion of the tennis club. | 3.73 | ±1.06 | high |
| 7 | There are specialized personnel responsible for the coordination and contact with the internal and external sports organizations of the club. | 2.81 | ±0.84 | moderate |
| 8 | There is a special department responsible for promoting the tennis club. | 3.25 | ±0.89 | moderate |
| 9 | There is a designated department responsible for all the logistics of the tennis club. | 3.12 | ±0.87 | moderate |
| 10 | There are designated departments to serve and maintain tennis club members. | 3.20 | ±0.88 | moderate |



From Table 2, can be seen that the highest average score of stakeholders of Guangzhou Tennis Club on issues related to the planning is “It is planned to establish a cooperation network with online publicity platforms and promotion units.” (\bar{x} =4.03), and the second average score is “There is a plan to establish a network of cooperation with universities, sports clubs, and other relevant institutions.” (\bar{x} =3.92). It can be seen from this that Guangzhou Tennis Club has done a good job in planning and establishing a win-win relationship with relevant institutions, and can fully mobilize resources to help the tennis club achieve development. The lowest average score was divided into “A plan to promote the development of club tennis will be developed by national or relevant agency policies.” (\bar{x} =3.06), and the second lowest average score was divided into “Analyze the environment and assess the readiness of resources to plan the scale development of the tennis club.” (\bar{x} =3.26). From this, it can be seen that Guangzhou Tennis Club still has some shortcomings in the aspect of planning and formulating the development program of tennis clubs in combination with the policies of the state or relevant institutions. From the objective condition, due to the impact of the novel coronavirus epidemic, the economic environment of Guangzhou and even the whole of China has not yet recovered, and the tennis club is a sports club with high consumption, which will be more affected by the economic environment. From the perspective of subjective conditions, the business model of tennis clubs originated from developed countries in Europe and the United States, and the development planning mode of most tennis clubs in China also mostly refers to developed countries in Europe and the United States, but the development planning mode of developed countries in Europe and the United States is not quite in line with China's development policy and actual national conditions. Therefore, in the future, each tennis club in Guangzhou should design the development path and planning scheme under the premise of meeting the actual situation of their clubs, and cannot refer to the development model of tennis clubs in developed countries in Europe and the United States.

1.3 Opinions of stakeholders of Guangzhou Tennis Club on the problems and obstacles in the leading part

Table 3 Statistical table of opinions of stakeholders of Guangzhou Tennis Club on leading issues and obstacles (N =485)

| Leading | | \bar{x} | SD | Rating |
|---------|---|-----------|------------|----------|
| 1 | Fully deploy human, financial, material, equipment, and other resources to promote the development of the tennis club organization. | 3.03 | ± 0.86 | moderate |
| 2 | A variety of benefits, such as accommodation and allowances, are available to active tennis club staff. | 2.33 | ± 0.72 | low |
| 3 | The operation of the tennis club organization has clear rules, regulations, and standards Understand the government's policy to promote the development of the tennis club. | 3.14 | ± 0.83 | moderate |
| 4 | The professional promotion organized by the tennis club has rules to follow, and the ability of employees should be properly considered. | 2.86 | ± 0.80 | moderate |
| 5 | There are activities to promote the scale development of the tennis clubs. | 3.80 | ± 1.11 | high |
| 6 | There is a budget to support the training of tennis club personnel. | 2.95 | ± 0.78 | moderate |



| | | \bar{x} | SD | Rating |
|----------------|---|-----------|------------|----------|
| Leading | | | | |
| 7 | To cooperate with the Tennis Sports Association and the Tennis Sports Club to promote the large-scale development of the tennis club. | 3.13 | ± 0.87 | moderate |
| 8 | There is a budget to support the benefits of the tennis club staff. | 3.08 | ± 0.85 | moderate |
| 9 | The tennis club has a clear punishment system that allows all staff to be monitored. | 3.92 | ± 1.12 | high |
| 10 | Tennis clubs have fair and standardized promotion channels and opportunities. | 3.73 | ± 1.02 | high |

From Table 3, can be seen that the highest average score of stakeholders of Guangzhou Tennis Club on the leading related issues is “The tennis club has a clear punishment system that allows all staff to be monitored.” ($\bar{x}=3.92$), and the second average score is “There are activities to promote the scale development of the tennis clubs.” ($\bar{x}=3.80$). It can be seen from this that most of the Guangzhou Tennis clubs have set up activities to promote the scale development of the tennis clubs, and have set up systems to supervise all staff, with clear rules. The lowest average score is divided into “A variety of benefits, such as accommodation and allowances, are available to active tennis club staff.” ($\bar{x}=2.33$), and the next lowest average score is divided into “The professional promotion organized by the tennis club has rules to follow, and the ability of employees should be properly considered.” ($\bar{x}=2.86$). It can be seen that Guangzhou Tennis Club has not considered the welfare of its employees enough, and the ability level of its employees cannot be fully considered, resulting in the low work efficiency of its employees. Through the interview with some coaches of Guangzhou Tennis Club, it can be seen that since most of Guangzhou Tennis Club is still in the early stage, all employees are required to do the promotion and publicity work. Such an arrangement cannot fully consider the ability level of coaches, resulting in a decrease in work efficiency. In addition, the tennis club in the early stage is prone to overtime work and inadequate welfare, which seriously discourages the enthusiasm of the club coaches.

1.4 Opinions of stakeholders of Guangzhou Tennis Club on the problems and obstacles in the controlling part

Table 4 Statistical table of opinions of stakeholders of Guangzhou Tennis Club on controlling issues and obstacles (N =485)

| | | \bar{X} | SD | Rating |
|--------------------|--|-----------|------------|----------|
| Controlling | | | | |
| 1 | There is a tennis committee responsible for controlling and evaluating the organizational size of the tennis club. | 2.35 | ± 0.76 | low |
| 2 | Control and monitor the business in the process of management to promote the large-scale development of the tennis club. | 2.46 | ± 0.77 | low |
| 3 | There is a proper standard for people to join the tennis club. | 3.35 | ± 0.87 | moderate |



| | | \bar{X} | SD | Rating |
|--------------------|--|-----------|-------|----------|
| Controlling | | | | |
| 4 | Evaluation of scale development ability of tennis club. Evaluate the performance of the tennis club in scale development according to the prescribed criteria. | 3.06 | ±0.85 | moderate |
| 5 | The evaluation of the action plan for the scale development of the tennis club is in line with the policies of the state and relevant institutions, and there is a process for improvement, and the evaluation results are used to promote the scale development of the tennis club. | 3.18 | ±0.86 | moderate |
| 6 | To control the performance of the staff of the tennis club who carry out their work according to the specified plan. | 3.27 | ±0.89 | moderate |
| 7 | The use of the budget to promote the large-scale development of tennis clubs has been controlled. | 2.49 | ±0.78 | low |
| 8 | The evaluation results will be used to formulate measures for the scale development of the tennis club. | 3.20 | ±0.88 | moderate |
| 9 | The scale development of tennis clubs has an annual performance report system and a control system to evaluate and promote the scale development of tennis clubs. | 2.32 | ±0.75 | low |
| 10 | There is a clear standard for the maximum amount of tennis club members. | 2.02 | ±0.74 | low |

From Table 4, can be seen that the highest average score of stakeholders of Guangzhou Tennis Club on issues related to controlling is “There is a proper standard for people to join the tennis club.” (\bar{x} =3.35), and the second average score is “To control the performance of the staff of the tennis club who carry out their work according to the specified plan.” (\bar{x} =3.27). It can be seen from this that requirements and standards have been designed for all employees and members of Guangzhou Tennis Club who join the club. There are clear requirements for the admission of personnel and the control of the work performance of the tennis club staff by the regulations and plans can also fundamentally improve the professionalism of Guangzhou Tennis Club and the overall service quality of the staff. The lowest average score is divided into “There is a clear standard for the maximum amount of tennis club members.” (\bar{x} =2.02), and the second lowest average score is divided into “The scale development of tennis clubs has an annual performance report system and a control system to evaluate and promote the scale development of tennis clubs.” (\bar{x} =2.32). It can be seen that the establishment of the annual performance report system and the control of the maximum number of members of the tennis club in Guangzhou are still insufficient. Through the interview with the experts of Guangzhou Tennis Club, it can be seen that the annual performance report system can help all members of the tennis club to understand the planning and development of the club and make all members more cohesive and active. For the club members, the disclosure of the annual performance report of the tennis club can also enhance the confidence of the club members. Controlling the maximum number of tennis club members can give existing members better service and teaching. Once the maximum number is exceeded and the tennis club members are still absorbed, there will be a series of situations that are not conducive to the development of the tennis club, such as insufficient venues, overloaded coaches, and inadequate member management.

1.5 Experts analysis of the problems in the management and development of Guangzhou Tennis Club and their opinions on the questionnaire score



Table 5 Expert Information Sheet (N=15)

| Expert | Interview results |
|-----------|--|
| Expert 1 | Guangzhou Tennis Club has a high average score in the planning part, which proves that each club has a plan design for its development, which is a good foundation for management development and needs to be maintained. |
| Expert 2 | Guangzhou Tennis Club is not good at using the policies of the state or relevant institutions in the planning, which is also a major weakness in the development plan, and it needs to find ways to improve it |
| Expert 3 | Guangzhou Tennis Club can fully mobilize resources to help the development of the club, but the use of national policies still needs to be improved. |
| Expert 4 | The staff management system of Guangzhou Tennis Club is clear, and the development of the tennis club can be promoted through excellent team cooperation. The next step will further standardize the management system and improve the scientific nature and standardization of the system |
| Expert 5 | Guangzhou Tennis Club has strict requirements and standards for new employees to join the club, which ensures the quality and reliability of the teaching and service of Guangzhou Tennis Club. |
| Expert 6 | Guangzhou Tennis Club has certain requirements and standards for members to enter the club, which can limit the quality and quantity of members, and guarantee the quality of service and teaching of the club. |
| Expert 7 | The teaching of Guangzhou Tennis Club is short of professionals, and the coaching team of the club is still short of professionals. It is necessary to expand the recruitment channels to recruit more professional athletes and retired athletes to join the coaching team. |
| Expert 8 | The development of the Guangzhou Tennis Club is a single path, only teaching and renting the venue revenue model, is not conducive to the club's revenue. In the future, we need to strengthen the revenue mode of the development club and increase the revenue channels. |
| Expert 9 | The management of Guangzhou Tennis Club is short of professional personnel, and most of the management majors are not tennis, which has a certain impact on the standardized development of the club, so the development plan needs to be formulated and adjusted in the future. |
| Expert 10 | Guangzhou Tennis Club lacks a performance report system, statistics on the contribution of income and employees, and no standard, which hinders the development of the club. Follow-up needs to step up the introduction of the system and standardize the management. |
| Expert 11 | Guangzhou Tennis Club lacks control of the maximum number of members of the club. Due to the lack of income channels, it can only continuously absorb members regardless of the restrictions of the club, resulting in the service and teaching not keeping up, which seriously affects the reputation of the tennis club. |
| Expert 12 | Guangzhou Tennis Club does not think enough about the welfare of employees, including some sick leave, overtime work, and maternity leave. The bonus is too low, which leads to the brain loss of employees and hinders the development of the club. |
| Expert 13 | Guangzhou Tennis Club for the excessive use of employees, one person has multiple jobs, and cannot do special personnel, resulting in the ability of employees rather than promoted. It needs to be further managed by establishing systems or recruiting professionals. |
| Expert 14 | Guangzhou Tennis Club squeezes the value of employees and cannot establish effective communication channels with employees, which can easily lead to the loss of excellent talents. |



| Expert | Interview results |
|-----------|---|
| Expert 15 | Generally speaking, Guangzhou Tennis Club shows an upward trend, with a large number of potential members. However, it is also necessary to consider the standardization of its staff and teaching, expand revenue methods, and increase publicity. |

To sum up, the expert interview and the combined questionnaire survey revealed the advantages, problems, and obstacles faced by Guangzhou Tennis Club in the management and development process, which are summarized as follows: Advantages: 1. Good at establishing cooperative relations with relevant institutions and able to fully mobilize resources to help development. 2. the staff management system is clear, there are groups to promote the development of the tennis club. 3. Staff, members' access to the club have designed requirements and standards. Problems and obstacles: 1. Lack of planning to promote the development of tennis clubs in combination with national or relevant institutional policies. 2. There is a lack of professionals responsible for the teaching and management of the tennis club, and the development path of the tennis club is single. 3. the lack of a tennis club performance reporting system and the lack of control over the maximum number of tennis club members. 4. the tennis club staff welfare is not considered enough, overused, and squeezes the value of employees.

Given this, this paper will put forward development management strategies for the problems and obstacles faced by Guangzhou Tennis Club in the process of management and development, combine the expert opinions to identify the strategies and use the identification method to finally draw the strategic guidelines for the development and management of Guangzhou Tennis Club in China.

1.6 Expert consultation and evaluation results of the draft strategic management model of Guangzhou Tennis Club in China by using the appreciation method

Table 6 Recommendations for the final round of expert consultation using the appreciation method

| STRATEGY |
|--|
| Planning |
| 1. Guangzhou Tennis Club must make short-term work plans and long-term forward-looking work plans. The short-term development work plan can be divided into weekly plan and monthly plan. For example, the marketing department can organize preferential activities every month, and more tennis members and teaching departments can organize weekly lesson activities to improve the professionalism of the coaching team. The logistics department organizes regular weekly inspections of the condition of sports equipment and other facilities. As for the long-term plan, we can organize annual activities for members on various important domestic festivals, and organize qualified members to go abroad to watch the four grand tennis tournaments. |
| 2. The Guangzhou Tennis Club must have a long-term expenditure plan. Hold regular meetings with the relevant cooperation organizations of the tennis club every year, and evenly distribute the annual fixed expenses, such as tennis court maintenance organizations, tennis equipment maintenance organizations, domestic and foreign cooperation organizations, marketing organizations, etc. |
| 3. The Guangzhou Tennis Club must have a long-term and win-win cooperation plan with the social institutions. The manager of Guangzhou Tennis Club must have a network relationship with the government or private organizations. Learn about the brief annual activities of various organizations and have long-term action planning meetings. During important promotion activities, short-term operation meetings should be organized, and each responsible person should be organized to report and implement the stages. |
| 4. Guangzhou Tennis Club must have an online promotion strategic plan. Know when to promote what activities, and study the members and potential members of the tennis club. There should be modern technology in sports equipment and facilities. It can meet the needs of club members while |



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helping to reduce the workload of club staff. Check the normal operation of the work system at any time, and train new employees to use various electronic tools.

5. Guangzhou Tennis Club must have a scale development strategy. Guangzhou Tennis Club should set up development nodes according to its situation. When it can achieve profits for two to three consecutive years, it can consider opening branches and absorbing franchise companies, to continuously expand Guangzhou Tennis Club and achieve large-scale development.

6. Guangzhou Tennis Club should carefully check the preparation of all documents of the club. Business license, fire protection certificate, facilities and equipment certificate required by tennis club operation, etc. At the same time, the club coaches and staff's licenses are regularly and strictly examined.

7. The Guangzhou Sports Bureau and Guangzhou Tennis Association need to stimulate the awareness of the masses to participate in physical exercise from the subjective level and encourage the masses of different ages and different professions to actively participate in tennis. On the one hand, the Guangzhou Sports Bureau and Guangzhou Tennis Association can implement the top-down popularization plan, the superior leaders call on and support the development of tennis, and the subordinate people actively respond to and participate in various tennis activities, which increases the number of potential tennis club members.

8. Guangzhou Sports Bureau and Tennis Association can attract more hidden tennis populations by the help of organizing tennis matches. It is necessary to improve the scale and influence of existing tennis events, and at the same time increase various types of interesting events to stimulate more people to participate in tennis and even tennis clubs.

9. Guangzhou adjusts measures to local conditions, combining with regional characteristics, play regional advantages, combined with the advantages of traditional brand tennis brand events, based on building brand events with regional characteristics, and through multiple tennis club cooperation with the support of sponsors, gradually establish a rich format, graded clear, the national fitness event system, promote the construction of tennis fitness facilities, rich public tennis service products supply, improve the quality of service.

10. Guangzhou Tennis Club should have a position of legal counsel. On the one hand, the planned operation time can be reduced by inviting professionals with legal knowledge to act as consultants. On the other hand, it can help Guangzhou Tennis Club to timely receive national or relevant institutions and help the tennis club to develop efficiently.

Organizing

11. Guangzhou Tennis Club must establish a comprehensive management structure and divide roles or responsibilities in its work, such as tennis club executives, assistant managers, club coaches, rehabilitation teachers, and other relevant employees such as financial personnel, safety personnel, cleaners, etc. to clarify the responsibilities and responsibilities of each position. In the case of insufficient personnel, as soon as possible through the recruitment of completion.

12. Guangzhou Tennis Club must pay attention to the importance of logistics work. Compared with other sports clubs, tennis clubs are relatively more advanced, and the consumption level and level of members are relatively high. For the logistics work of the club, especially the maintenance of equipment and the cleaning of the club environment, more attention is necessary to establish a special part to be responsible for the logistics work and add the clock card system to ensure that the management is in place.

13. Specialized personnel are responsible for the coordination and contact with the sports organizations inside and outside the club. It is necessary to have socially specialized personnel to coordinate and work together to expand the scope of tennis club service users. The structure of the organization should include personnel from relevant external agencies to help check quality and provide advice on the management of the organization.

14. Guangzhou Tennis Club should use more high-tech technology when verifying the club membership identity and consuming courses, such as using a card reader or facial scanner instead



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of writing the name registration to serve, which can greatly reduce the trouble of members using the service. At the same time, the data recorded in the scanner can be converted into statistical data and stored on the computer for easy access afterward.

15. Improve the requirements for tennis coaches, strictly implement the "working with certificates", strengthen the supervision of tennis coaches, and constantly improve the quality of service. In addition, to establish a coaches evaluation mechanism, performance appraisal system, and reward system, for those in the training reserve pity industry, outstanding performance, made outstanding contributions to our province tennis coaches give material and spiritual rewards, for all the tennis coaches and the subsequent development of students, improve the reward standard, improve the social status of tennis coaches.

16. Let the coaches participate in more amateur competitions held in Guangzhou or exchange competitions held between clubs, so that the coaches can improve their technical level through the competition. Moreover, the relevant reward and punishment mechanism should be set up to encourage innovation and improve the teaching enthusiasm of the coaches.

17. In the development process of Guangzhou Tennis Club, it is necessary to establish a long-term training mechanism to absorb more excellent tennis coaches from schools or society and to improve the comprehensive level of the tennis coaches.

18. Guangzhou Tennis Club should diversify organization activities, try to avoid blindly using boring tennis training, organize more internal competition between members and set up awards, regularly hold some communication between the club and club team to encourage members to attend, stimulate member learning tennis, not held some prize fun activities, such as the ball relay, serve the target, etc.

19. All working and ready coaches will participate in the ITF coach certificate training held by the National Sports Bureau and China Tennis Association, learn professional tennis teaching skills, and obtain a professional coach qualification certificate. It can also allow the coaches to participate in more amateur competitions held in Guangzhou or exchange competitions held between clubs so that the coaches can improve their technical level through the competition. Moreover, the relevant reward and punishment mechanisms should be set up to encourage innovation and improve the teaching enthusiasm of the coaches.

20. Invite some famous players in the tennis circle to have close contact with the members and teach them tennis skills. These different ways of activities attract consumers to improve the enthusiasm of consumers, but also to help the brand of Guangzhou Tennis Club to be promoted, and improve the club's industry heritage.

Leading

21. Guangzhou Tennis Club must have a clear work allocation system. In the case of major activities or long-term planning, meetings must be held to clarify the division of labor, such as organizing annual activities, there must be a division of labor in budget management.

22. Guangzhou Tennis Club must strengthen welfare and allowances for employees who have contributed. The rapid development of the tennis club cannot be separated from the dedication and contribution of all the employees. The active tennis club employees should first pay the employee insurance and provident fund according to the regulations. Set up year-end bonuses, outstanding contribution awards, performance awards, etc.

23. Guangzhou Tennis Club should have rules to follow for the development and promotion of its employees. A key point for the long-term and stable development of the employees of Guangzhou Tennis Club is that the employees can be developed and promoted in the club, and the employees can achieve themselves in the club. Therefore, the club needs to set clear standards, such as the marketing department can be promoted to meet the performance requirements; and the coaches can reach a certain number of teachers.

24. Guangzhou Tennis Club must have attractive and convenient new technology. This shows the modernity and quality of the tennis club. All decision-making power will depend on the manager



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or senior management of the tennis club. The idea of using new technology must be discussed through meetings and finalized with various departments of the tennis club to prevent losses or negative effects on the tennis club.

25. The Guangzhou Tennis Club must have a budget to support the training of the tennis club staff. The overall quality of the club staff is the quality and upper limit of Guangzhou Tennis Club. For employees to continue to conduct training and encourage further study, let them master more scientific, advanced methods to contribute to the club, we must have a budget for investment.

26. Guangzhou Tennis Club must have organized legal education. Clear and appropriate rules and regulations for employees at all levels. There are clear requirements for the use of Guangzhou Tennis Club facilities, and all the requirements must be verified by the manager or senior management personnel of Guangzhou Tennis Club. To prevent those who have an interest in the Guangzhou Tennis Club from breaking the law. Senior management personnel must have a certain understanding of the labor laws and the welfare of employees.

27. Club managers should participate in some tennis professional knowledge and management training, constantly improve their management level and professional skills, should also communicate with similar club or related club managers, and exchange their management and tennis professional skills experience, to learn from the director.

28. Standardizing and guiding the healthy development of tennis clubs at all levels, actively building a tennis national fitness organization system with clubs as the main organization form, registration system as the main management mode, close to the society and serving the public, can enhance the sense of belonging and cohesion of the majority of tennis club members.

29. Plan the staff's daily operations and daily benefits. For jobs that require short-term plans, managers can manage their job allocation plans, so that each employee can clarify their job responsibilities and better complete the tasks. For daily benefits, such as holiday benefits, double holidays, year-end bonuses, birthday awards, etc., all need to be set and budget prepared.

30. Guangzhou Tennis Club must carefully manage the internal budget, invite third-party project management companies to make overall planning for the budget, and give development opinions. Contact with external organizations to support the reasonable compensation of employees at all levels, and pay bonuses and benefits according to employee behavior.

Controlling

31. The person in charge of Guangzhou Tennis Club must exercise detailed control over all aspects of the club. Whether it's planning, finance, or management within the organization. Personnel management's assigned job is to check and regularly evaluate the performance of employees at all levels. With due consideration to compensation, employee behavior is determined by the ratings of users and club managers. The consideration of the manager of Guangzhou Tennis Club will come from the employees working in the club.

32. The Guangzhou Tennis Club shall set up an annual performance report system and a control system. Guangzhou Tennis Club should announce the performance of the club to all employees and member representatives at the year-end meeting of the company so that all staff can clearly understand the development of the club and enhance their sense of identity and confidence in the club.

33. Guangzhou Tennis Club must consider the problem of controlling employees and members in the club. Control the number of people who use the service in cooperation with society and the image of the fitness center, and all employees or members must have appropriate behavior.

34. Guangzhou Tennis Club must consider the appropriate skills and be suitable for use in the club, and shall not have redundant skills. The use of technology helps to facilitate the convenience of staff and club members.

35. Guangzhou Tennis Club shall actively respond to the organization and related work of the Guangzhou Tennis Committee. Through the objective evaluation of the third-party units, actively



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control the development organization scale of Guangzhou Tennis Club, and make the healthy development of Guangzhou Tennis Club.

36. The Guangzhou Tennis Club must control its operation by national laws. Whether it is law, registration, service center labor law, human rights law, or sports law, club leaders must have comprehensive knowledge and detailed planning. At the same time, strengthen the staff of the club to understand the law, and improve the overall legal awareness cannot infringe on the rights and interests of the club members and staff.

37. The development of the Guangzhou Tennis Club should take advantage of the region, the relevant functional departments should pay attention to developing social organizations to participate in the policy guidance, from the organization construction, through the tournament to promote the development of the club, promote the development of the club, this requires us from the service concept, improve the reward mechanism, reduce the cost of club members, tennis club can play technical or economic support, let them open, nearby, flexible and orderly (registration), provide them with more preferential and high-quality service, through the incentive mechanism, fully mobilize their enthusiasm.

38. In terms of different ages and occupations, to improve the utilization rate, it can make different cards according to different venue conditions and enjoyment content, to meet the needs of different consumption levels. Tennis club managers need to control and monitor these businesses to promote the scale development of tennis clubs.

39. Guangzhou Tennis Club needs to set clear standards for the maximum number of club members. The area and the number of employees of tennis clubs are limited. Once the club members are recruited without considering the actual situation, it is bound to affect the service of the members. Strictly limit the number of club members admitted, and serve every tennis club member well.

40. Guangzhou Tennis Club needs to control the budget to promote the large-scale development of the tennis club under control. In the process of development, we must live within our means, strictly control the budget, achieve the high-quality development of Guangzhou Tennis Club, and reap greater profits.

To sum up, according to the suggestions of 15 experts on the development and management status of Guangzhou Tennis Club and the actual results of the questionnaire survey, this study puts forward 10 strategies in four aspects according to the POLC theory. The 40 strategies underwent two rounds of review by 15 experts to ensure the scientific and practical strategies. From the second round of consultation with the experts, all the experts accepted all the management strategies of Guangzhou Tennis Club. It can be used in practice, with reliable quality, and is suitable for local operation and promotion in Guangzhou.

Discussion

1. Scholars Tan & Lu (2019) hold the same view on the loopholes in the management and development of the Guangzhou Tennis Club found in the questionnaire survey of this study. Their research points out that the common coaches are mainly graduated from sports colleges College students or high-level tennis lovers with basic tennis skills, most of whom are engaged in coaches for a short time, male coaches are far more than female coaches; in general, the amateur tennis training market is still in the development stage, relatively chaotic, the qualification certification system of coaches has not been formed, which are affecting the development of tennis clubs.

2. The conclusion of this study is similar to that found by Li (2018), which proposes to strengthen the management of the club, improve the comprehensive quality of the club managers, and formulate corresponding and effective regulations to improve the management system of the club, and have a clear development plan for the members and consumers' satisfaction with the club in terms of management.



Recommendation

1. The Guangzhou Tennis Club development management mode is suitable for the provinces and cities of China tennis club entrepreneurship and subsequent development, at the same time the use of exhibition management mode needs to combine with the current development situation, reasonable planning, the management mode and the actual situation of its tennis club, rather than simply mechanically.

2. The positive effects of this study can promote the development model of tennis clubs in China and promote the overall development of tennis in China. However, at the same time, the model can also be investigated in the promotion process to confirm the scientific and extenuate of the development model obtained from this study. In the next step, I will continue to improve and practice the management and development mode of Guangzhou Tennis Club based on the opinions of the majority of experts and scholars, to help more tennis clubs to make profits and promote tennis sports.

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