



Developing Management Model for Youth Basketball Clubs in Guangzhou City

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Abstract

Background and Aim: In recent years, Guangzhou Basketball Club has developed rapidly. However, at present, there are few studies on the current and future development goals, development evaluation, management mode, and long-term planning of Guangzhou Basketball Club, and the research depth is insufficient. Therefore, this paper will analyze the development and management model of youth basketball clubs in Guangzhou, and combine political, economic, and social factors to provide effective strategies and suggestions for the development of basketball clubs in Guangzhou. The main goal of this study is to construct a management model for the development of basketball clubs in Guangzhou.

Materials and Methods: Literature review, expert interviews, and focus group questionnaires were used to ensure the authenticity and validity of the survey contents. Then, the development and management model of the basketball club was established and its effectiveness was verified. A total of 21 experts were interviewed in this study, and the experts were divided into three groups: the first group consisted of 5 experts to discuss and evaluate the development and management of youth basketball clubs in Guangzhou; The second group consisted of 9 experts to ensure input on the proposed POLC conceptual model; The third group consists of 7 senior experts who are responsible for evaluating and validating the developed POLC model. The POLC model is a management model that divides the management process into four basic functions: Planning, Organizing, Leading, and Controlling. Each function has its specific application process. Steps in developing the POLC model) research and discuss the management of the Guangzhou Youth Basketball Club; 2) evaluate and study the important elements of the POLC model and develop a POLC conceptual model; 3) develop a draft POLC model through focus group discussions to ensure expert input on the POLC conceptual model; 4) The POLC model is evaluated and validated by senior experts, and the POLC model is revised and finalized. Frequency, average statistics, and content analysis were used for data analysis.

Result: Through the evaluation and verification of the POLC model for the development and management of Guangzhou Youth Basketball Clubs by experts, the four components of the model were finally determined: 1) The project management model includes six elements: government policy and support, market and demand, club strategy and business model, school and education, financial resources, challenges, and trends. 2) There are 5 factors in the organizational management model: organizational structure and system, human resources, marketing and promotion, risk management, and financial sustainability. 3) There are 7 factors in the leadership management model: professional development, innovation and culture, staffing and expertise, external factors, performance management, work-life balance, and employee engagement. 4) There are 5 factors of the control management model: quality assurance, performance measurement, financial control, risk management, competition, and development.

Conclusion: In terms of the quality evaluation of the POLC model, senior experts have conducted a good evaluation and verification of the POLC model for the development and management of Guangzhou Youth Basketball Clubs, and believe that the model system is complete, clear and implementable.

Keywords: POLC Model; Youth; Basketball Club; Guangzhou

Introduction

Since basketball was introduced to China in 1895, it has a history of more than 100 years, and its comprehensive exercise value, educational philosophy, unique interest, and ease of learning make it deeply loved by people. Wang (2020) According to the "2018 China Basketball Industry White Paper" released in November 2018, the number of basketball fans in China has reached 482 million. Li (2016) "Opinions of the Central Committee of the Communist Party of China and the State Council on Strengthening Youth Sports and Enhancing the Physical Fitness of Teenagers" emphasized that at present, the physical fitness of young people in China is declining seriously, and physical exercise should be strengthened to improve the physical fitness of young people. Through strengthening physical training, we should cultivate the all-round quality of young people and train qualified builders and successors for the cause of socialism with Chinese characteristics. At





present, China's basketball reserve talent training mechanism is still dominated by provincial gymnasiums, and young people in ordinary schools do not have the opportunity to receive professional basketball training. To popularize basketball as an amateur sport among young people, China has established youth sports clubs since 1999 to raise funds and provide more professional sports guidance for young people. Such sports clubs provide better opportunities for the development of youth basketball. Wang (2020) China is a sports country with a large population base, and there is still huge room for improvement in project participation. With the continuous improvement of the quality of life, people's demand for sports has also increased dramatically, and the desire for more sports participation has led to the emergence and development of many basketball clubs. The sustainable development of the club involves many factors, among which the development and management of the company (enterprise) is one of the main factors.

In recent years, Guangzhou Basketball Club has developed rapidly, but the current and future development and management model of Guangzhou Basketball Club is still very immature, and it is necessary to combine its development and summarize successful experience. Therefore, this paper studies the environment for the development of youth basketball clubs in Guangzhou and provides theoretical support and effective management measures for the development of youth basketball clubs in Guangzhou, which will not only promote the development of basketball clubs in Guangzhou, but also play a leading role in the development of basketball clubs, promote the development of sports industry, and promote the construction of a sports power. On the one hand, it is conducive to cultivating good sports habits among young people, enhancing physical health, and laying a solid foundation for lifelong sports. On the other hand, it is conducive to cultivating good exercise habits among teenagers, enhancing physical health, and laying a solid foundation for lifelong sports.

Objectives

To develop the management model for Youth Basketball Clubs in Guangzhou City

Literature Review

In terms of sports industry research, Li (2014) in the "Research on the Integrated Growth of China's Sports Industry", using industrial economics, sociology, and other theories, focused on the application of sports industry integration and put forward the following development countermeasures: cultivate sports enterprises with market competitiveness, promote the formation of multi-industry exchanges and coordination mechanisms through the reform of the management system, promote the comprehensive development of the sports industry through sports industry agglomeration, focus on cultivating comprehensive talents, and promote the sustainable and healthy development of China's sports industry.

In terms of research related to youth basketball club training, Wang (2019) studied the teaching status of youth basketball clubs in Beijing through a combination of literature and questionnaire surveys and conducted countermeasures from the perspective of teaching philosophy and teaching structure. The study found that there were some problems, such as an overload of students in the unit venue, the lack of a unified teaching effect evaluation system, and the insufficient teaching and training of coaches in the club.

In terms of the study of youth amateur basketball clubs, Wan (2020) conducted a survey on the basic information, investment funds, professional talents, management system, and other conditions of the club in Chongyang County, and found that the club operators and members are generally older, the basketball venues and facilities are poor, and the club strength is weak; The club's management capacity is limited, and the future development direction is unclear; However, the club's single source of funds and lack of professional talents restricts the high-quality development of the club.

In terms of research on the development of China's youth sports training market, Zhang Feng (2020) pointed out that the scale of China's youth sports training market is expanding, the scale of market financing is gradually increasing, and the market segmentation is gradually becoming professional, but at the same time, there are also uneven training quality, unstable sources of students, lack of scientific development strategies of institutions, poor funding conditions, and poor competitive environment.

In terms of the study of the operation mechanism and management mode of sports clubs, Chen (2015) analyzed the basic situation of sports clubs and the theoretical basis of the club's operation mechanism, and came to the following conclusions: in terms of club management mechanism, the level of membership fees charged to members who join the club is acceptable, and the level of coaches is limited; University venues are limited and lack of unified and effective management; Most extracurricular activities and weekend venues are not open to clubs; The incentive mechanism of the club is incomplete, and the club is not allowed to separate the internal and external factors of the club, and then propose integration and methods suitable for the socialist market economy. The incentive mechanism of the club is not sound, and the staff in the club cannot serve the club wholeheartedly.

Conceptual Framework

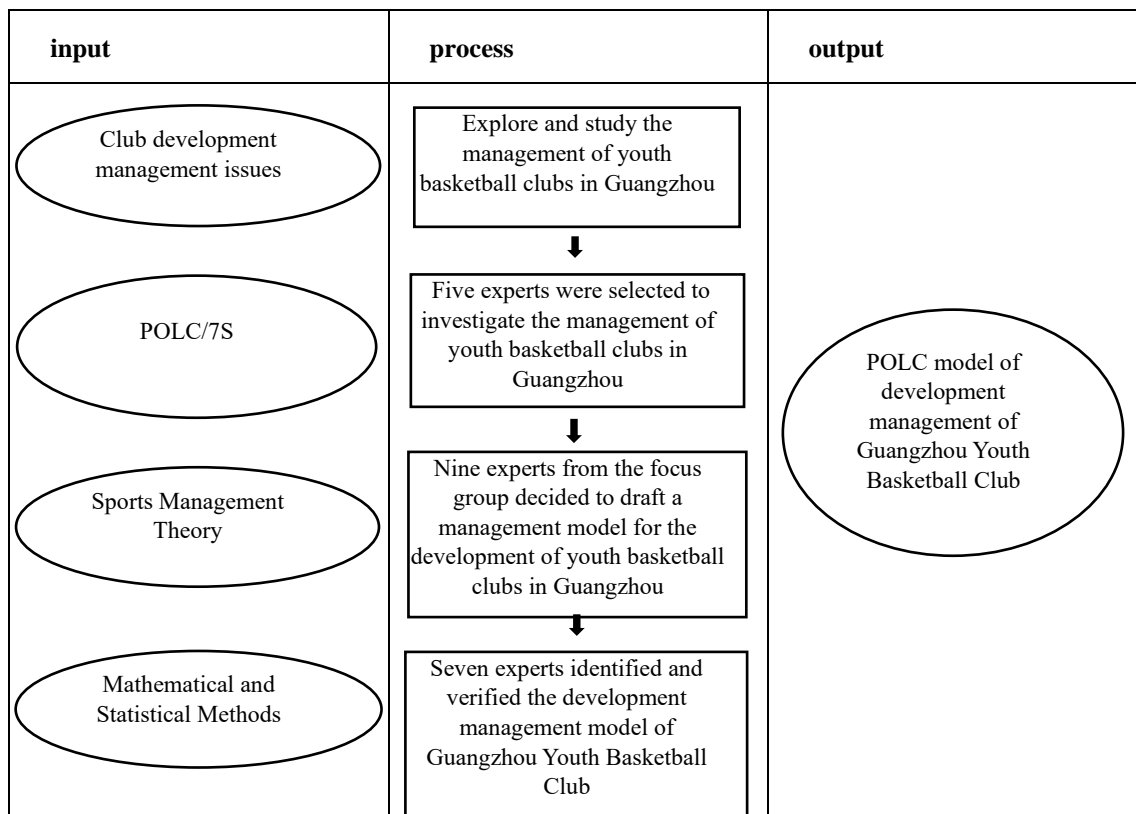


Figure 1 Conceptual Framework

Methodology

Participant

1. The evaluation of the management factors of youth basketball clubs by 5 experts, the snowball method and the inclusion criteria are 1 management expert of Guangzhou Basketball Association with more than 5 years of experience; 2 basketball club teaching management experts with more than 5 years of teaching management experience; 2 basketball coaching experts with more than 3 years of experience.

2. The 9 experts used focus groups to construct the management model of Guangzhou Youth Basketball Club, and the snowball method and inclusion criteria were: 5 management experts of Guangzhou Basketball Association with more than 5 years of experience; 2 basketball club teaching



management experts with more than 5 years of teaching management experience; 2 basketball coaching experts with more than 3 years of experience

3. The appreciation of the basketball management model of Guangzhou Youth Basketball Club by 7 experts, the snowball method and the inclusion criteria are: 3 management experts of Guangzhou Basketball Association with more than 5 years of experience; 2 basketball club teaching management experts with more than 5 years of teaching management experience; 2 basketball coaching experts with more than 3 years of experience

4. The interviewee is as follows: the leader of the Guangzhou Basketball Association with at least 5 years of management experience. Basketball club teaching management specialists have at least 5 years of teaching experience. Basketball Club: Coaching experts with professional knowledge and ability in basketball teaching and at least 3 years of experience.

Samples: The sample was selected from 21 people and the sample is as follows; (1) Management expert of Guangzhou Basketball Association, with no less than 5 years of management experience, a total of 9 people. (2) Basketball teaching management expert, no less than 5 years of teaching experience, a total of 6 people. (3) Coaching experts with professional knowledge and ability in basketball teaching and at least 3 years of experience, a total of 6 people.

Scope and limitations of the research: (1) Scope of the research: The study aims to construct a model for the development and management of youth basketball clubs in Guangzhou, China. (2) Limitations of the research: This paper focuses on the development and management model of youth basketball clubs in Guangzhou, China, so different countries or regions have different basic national conditions, different social systems, regulatory systems, and market environments, which lead to different development and management models of basketball clubs, which affect the promotion and dissemination of the conclusions of this study in different countries and regions. The above are the limitations of the development model of youth basketball clubs in Guangzhou, China.

Research variables: (1) The independent variables are the management function, planning, organizing, leading, and controlling. (2) These dependent variables are the result of the development management model of the youth basketball club in Guangzhou, China.

Research instrument: (1) Semi-construction questionnaire defines the factors of the basketball club management model and designs the questions for five expert interviews (IOC=0.88). (2) Questionnaire for a focus group, Draft the model using a focus group consensus questionnaire (IOC=0.90). (3) Questionnaire for connoisseurship, Determine the development management model using the expert Connoisseurship questionnaire (IOC=0.88).

Research instrument of the process

1. The POLC management model proposed by the American management scientist Fayol and the seven-factor evaluation model of enterprise organization designed by the McKinsey & Company Research Center were studied. The POLC model consists of four elements: Planning, Organizing, Leading, and Controlling. The McKinsey 7S Model includes structure, system, style, people, skills, strategy, and shared values.

2. Through the questionnaire form of expert interviews, the expert semi-structured interview questionnaire was designed.

3. The answers constructed in the semi-structured interview questionnaire, i.e., the questions in the next set of expert interview questionnaires.

4. Design a new questionnaire and hand it over to the next group of experts to check the accuracy and scientificity of the content.

5. Each group of experts reaches a consensus.

6. Determine the POLC model

Data Collection: In this paper, the POLC and 7S management models are studied. (1) This study invited a panel of 21 experts in the field of basketball. (2) In a structured interview survey with experts, a questionnaire is sent to the experts, asking them to fill out and evaluate the importance of each factor, and



the results of the survey are collected. (3) Reach consensus through expert focus groups and collect findings. (4) Reach a consensus through expert appreciation and collect the results of the survey. (5) Analyze the data. (6) Summarize the model

Data Analysis

1. Analyze the quality of the interview content by analyzing the survey data from 21 experts.
2. Conduct data analysis through group discussion to determine appropriate discussion opinions and find qualified expert resolutions for this researcher to build a model for the development and management of youth basketball clubs in Guangzhou, China.

The average is greater than or equal to 3.5 to meet the minimum threshold level, and the average standard is as follows: 1. An average of 4.51 to 5.00 indicates a very high level. 2. An average of 3.51 to 4.50 indicates a high level. 3. An average of 2.51 to 3.50 indicates a moderate level. 4. An average of 1.51 to 2.50 indicates a low level. 5. An average of 1.00 to 1.50 indicates a very low level.

Results

The main purpose of this study is to construct a management model for the development of basketball clubs in Guangzhou. The researchers presented the results of the study in the following four aspects.

Part 1: This paper studies and discusses the management issues of youth basketball clubs in Guangzhou, and collects a total of 78 indicators on the management factors of basketball clubs by searching 10 articles on the development and management of youth basketball clubs.

Part 2: Clarify the important factors of the development and management model of the Guangzhou Youth Basketball Club, the researchers analyzed the 78 management factors collected according to the POLC model, compiled a questionnaire, and distributed it to 5 experts in the basketball field to investigate the problems existing in the club, and the results of the questionnaire survey were summarized as follows: 15 management factors came from the plan, 19 management factors came from the organization, 21 management factors came from the leadership, and 16 management factors came from control. A total of 75 management factor indicators.

Part 3: Constructing the development and management model of basketball clubs in Guangzhou, based on the POLC model, the researchers summarized the above 75 management factor indicators into a 7S model, and the focus group consensus method was used in the meeting. A total of 9 experts were invited to participate in this step. The findings of the focus group expert survey are as follows: According to the POLC model, the management factor indicators were classified into the 7S model, and 12 management factors were obtained in terms of strategy, 6 management factors in structure, 11 management factors in the system, 6 management factors in common value, 7 management factors in skills, 5 management factors in style, and 5 management factors in employees, and a total of 52 management factor indicators were screened.

Part 4: Evaluation of the management model of Guangzhou Youth Basketball Club, based on the results of the focus group discussions, subject matter experts (connoisseurs) organize workshops. It consists of 7 experts who are responsible for evaluating and developing the POLC model. The criteria for being considered successful meet the following minimum thresholds ≥ 3.50 grade level as determined by the scoring criteria of the Likert Scale Criteria. Experts (connoisseurs) summarize the results: experts believe that the factors in the POLC model can be used for the development and management of basketball youth clubs in Guangzhou. The median of each factor was greater than or equal to 3 point 5, indicating that all factors could be considered for inclusion in the model.

According to the factors determined by the experts, improvement measures were formulated, and the development and management model of the Guangzhou Youth Basketball Club was constructed, as shown in the figure.

According to the POLC model. There are 6 factors in the planning management model: government policies and support, markets and demand, club strategy and business model, schools and education,





financial resources, and challenges and trends. Details of the 15 Program Management Factors. There are 5 factors of the organizational management model: organizational structure and systems, human resources, marketing and promotion, risk management, and financial sustainability. Details of the 13 organizational management factors. There are 7 factors in the leadership management model: including professional development, innovation and culture, staffing and expertise, external factors, performance management, work-life balance, and employee engagement. Details of the 11 leadership management factors. There are 5 factors of the control management model: quality assurance, performance measurement, financial control, risk management, competition, and development, Details of the 13 control management factors.



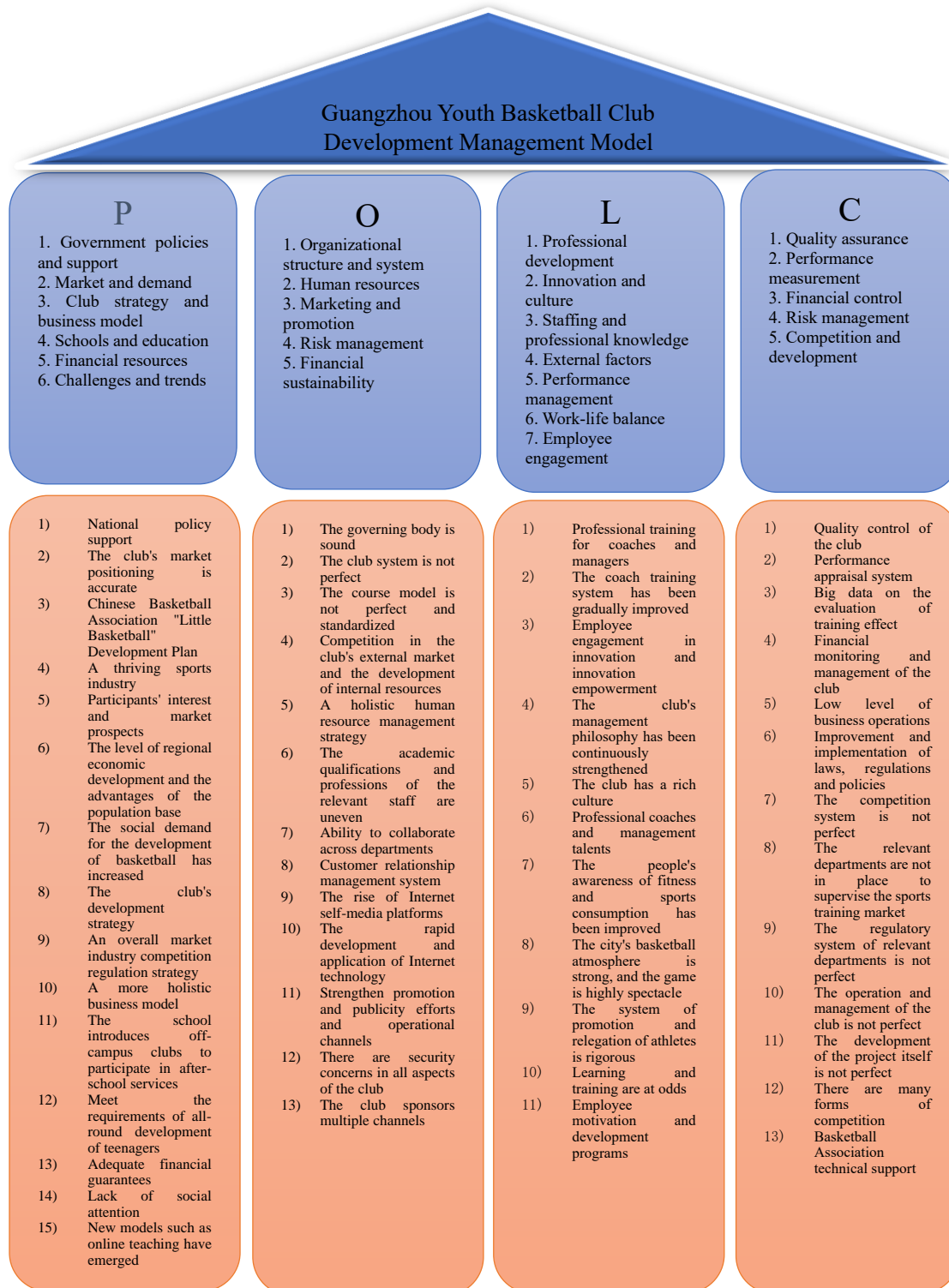


Figure 2 POLC model



Discussion

In the development and management of youth basketball clubs in Guangzhou, a series of problems and challenges can be identified according to the POLC theory. The following is a more in-depth analysis of these issues:

In terms of planning: Experts highlighted shortcomings in the strategic planning of the Guangzhou Youth Basketball Club. To improve the situation, clubs need to develop a comprehensive strategic plan that includes a clear vision, mission, and concrete and executable short- and long-term goals. In addition, clubs should conduct detailed market research, including an analysis of the needs of the target audience, an analysis of the strengths and weaknesses of competitors, and forecasts of market trends. Based on this information, the club can develop a more targeted and innovative marketing strategy. This is consistent with the findings of Yao (2022), who pointed out in the article "SWOT Analysis of Small Basketball in Nanjing Youth Basketball Clubs" that the opportunities for clubs are mainly supported by national policies; rapid regional economic development; increased social needs; There are more and more ways to play. The main threats to the club are the imperfect development of the plan; The market being highly competitive; There not enough social attention.

In terms of organization: experts emphasized that the imperfect organizational structure and insufficient personnel capacity are the main organizational problems faced by the Guangzhou Youth Basketball Club. To address these issues, clubs need to redesign their organizational structure to ensure that each department and team has clear responsibilities and goals. At the same time, a systematic talent development program should be established, including specialized coach training, management training, and athlete development pathways. In addition, clubs should also establish effective communication channels and collaboration mechanisms to improve the efficiency of team collaboration. This is consistent with the research results of Shu (2020), in the article "Research on the Development Status and Countermeasures of Youth Basketball Training Institutions in Xinyu City", Shu Jingyang emphasized active learning, improving the professional level of coaches and managers, cooperating with surrounding universities, and strengthening the stability of part-time coaches, to improve the teaching level. Actively participate in the vocational training and various trainings of the Chinese Basketball Association, learn advanced management experience and teaching experience, obtain professional qualifications, and improve the management ability of managers and coaches of youth basketball training institutions.

In terms of leadership: Experts stressed the need for Guangzhou Youth Basketball Clubs to strengthen the leadership skills of coaches and managers. This includes providing leadership training, team-building activities, and incentives. Leaders should be able to bring out the best in their team members and foster a positive, supportive team culture. In addition, leaders need to have crisis management skills, be able to make quick decisions when faced with challenges, and guide teams through difficulties. This is consistent with the research results of Li (2023), Li Chao pointed out in the article "Research on the Development of Youth Amateur Basketball Clubs in Wuhan under the Background of the "Double Reduction" Policy" that basketball clubs should first standardize the internal management of the institution, formulate a reasonable salary system, fully mobilize the enthusiasm and sense of responsibility of employees, improve the core competitiveness of the institution, and actively participate in the basketball course of the school's after-school service. By cooperating with the school to ensure a stable source of students. Online training for coaches and managers is carried out through an online platform. Through school-enterprise cooperation, we will increase the introduction of talents, regularly organize training for coaches and management personnel, improve the competitiveness of the club, and actively participate in after-school services in primary and secondary schools.

In terms of control: Experts emphasized that non-standard financial management and shortage of funds are issues that Guangzhou Youth Basketball Club needs to focus on in terms of control. To improve financial management, the club should establish a complete financial monitoring system and conduct regular financial audits. At the same time, clubs should explore diversified funding channels, including finding sponsors, fundraising for community events, and crowdfunding



through social media. It's also important to increase revenue streams, such as selling merchandise, providing membership services, and hosting basketball camps. This is consistent with the research results of Cheng (2021), who pointed out in the article "Research on the Status and Countermeasures of Youth Basketball Training Institutions in the Four Cities of Nanjing" that the system and policies of the government and relevant departments for market supervision are not sound, lack of government financial support, slow development of the industry, difficult financing, and few channels. There has not yet been a "leading" enterprise in the market, and it has failed to build a local brand influence. Most of the institutions have used a single business model, the publicity method is more traditional, the same type of youth basketball training courses have not yet formed a unified course pricing standard, there is a gap in the course price between various training institutions, and there is a gap in operating costs between training institutions, among which venue rental and coach salary are the most important expenses.

Recommendation

The meaning of reality

The research in this paper summarizes some of the relevant contents.

1. The POLC theory constructed by the development management of youth basketball clubs in Guangzhou provides practical suggestions for the formulation of sports club policies.
2. This study summarizes the development and management of youth basketball clubs in Guangzhou in detail and provides a reference for scholars to understand the relevant background of this field and further research or study.
3. The research results can be applied to the basic research modeling related to other sports.
4. The research field of this paper is the Guangzhou Youth Basketball Club, which can be applied to the management of basketball clubs in other parts of China.

Future Learning

1. To increase the validity of interviews and questionnaires, more expert interviews must be added in future studies to improve the reliability, accuracy, and scientific nature of the research results.
2. This study focuses on the Guangzhou Youth Basketball Club. In a future study, the researchers suggested studying youth basketball clubs outside of Guangzhou.
3. This model can also be used with other theoretical models.
4. With the progress of social development, the management system of Chinese basketball clubs also needs to be further developed.

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