



Management Model for Chengdu to be the Sports Capital of the People's Republic of China

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Abstract

Background and Aim: From the perspective of the sports industry, with the continuous expansion of the sports consumption market, Chengdu's sports industry has shown a trend of diversified development, covering multiple fields such as sports event operation, sports training, sports equipment manufacturing and sales, and sports tourism. Although Chengdu has significant advantages in building a sports capital, there are still some problems. Therefore, this research aims to develop a management model for Chengdu to be the sports capital of the People's Republic of China.

Materials and Methods: This research employed a mixed methods approach. Through literature review and experts' interviews with 11 experts, the questionnaire for Delphi was developed (IOC=0.90). The researcher invited 19 experts to conduct three rounds of Delphi consensus, aiming to create a management model for Chengdu to be the sports capital. Finally, 7 experts confirmed the developed management model using the connoisseurship method. The average and standard deviation are utilized to analyze the data obtained from the questionnaire; the consensus data is analyzed by using the median and interquartile range, with criteria set at a median of ≥ 3.50 and an interquartile range of ≤ 1.50 .

Results: The management model for Chengdu to be the sports capital of the People's Republic of China was developed based on POLC theory, which consists of planning 13 components, such as increasing the sports participation rate, enriching mass sports activities, improving the supply of sports facilities, and expand the scale of the sports industry. Organization 18 components, such as playing the role of a bridge, contacting and uniting all kinds of sports social organizations and sports workers in the city, organizing and carrying out sports competition exchanges, responsible for the promotion of the project and talent training, and provide fitness venues, equipment, and professional fitness guidance services to meet the needs of citizens. Leading 11 components, such as strengthening cooperation with schools, international exchanges, and cooperation to promote international cooperation, and sports facilities and infrastructure construction. Controlling 15 components, such as establishing an expert advisory committee, extensive soliciting of public opinions, formulating the performance evaluation index system, and strengthening supervision and inspection.

Conclusion: The management model for transforming Chengdu into the sports capital of China is a comprehensive framework based on the PLOC theory, refined through expert input via the Delphi method. It emphasizes strategic planning to integrate sports into urban development, aiming to boost citizen participation, improve public health, and enhance the city's global competitiveness. Strong leadership focuses on developing infrastructure, fostering local and international sports events, and promoting youth sports, supported by coordinated efforts among government departments and sports organizations.

Keywords: Management Model; Sports Capital; Chengdu

Introduction

For a long time, hosting global sports events has been the main way and pathway for a city to move towards internationalization. Looking internationally, many internationally renowned cities such as Los Angeles, London, New York, Beijing, and Shanghai have actively hosted sports events that have attracted global attention. The hosting of large-scale sports events plays a role in promoting urban marketing, showcasing the planning, organization, and execution capabilities of the bidding cities for the competition, and establishing the city's image. In addition, the hosting of large-scale sports events can enhance the cohesion of urban residents, improve urban infrastructure, promote comprehensive human development and sustainable urban development, and is also an important component of sports events in promoting urban marketing development. Chengdu deeply understands the importance of entering the world city, so it is bound to use major sports events as a breakthrough to build a world-renowned sports city (China Daily, 2023). Chengdu has strategically positioned itself as a burgeoning hub in China's sports industry by actively



hosting major international events and integrating sports into urban development. The city's 14th Five-Year Plan (2021-2025) outlines its ambition to become a "World-Famous City of Sports Events" by 2025, with further goals to be recognized as a "World-Famous City of Sports" by 2030 and a "World-Famous City for Living" by 2035. This initiative has led to the successful organization of events such as the 31st FISU World University Games in 2023 and the upcoming 2025 World Games. These events have not only enhanced Chengdu's international reputation but also stimulated local economic growth and urban innovation. Through these strategic endeavors, Chengdu is leveraging sports as a catalyst for comprehensive urban development and internationalization (Global Times, 2023).

From the perspective of the sports industry, with the continuous expansion of the sports consumption market, Chengdu's sports industry has shown a trend of diversified development, covering multiple fields such as sports event operation, sports training, sports equipment manufacturing, and sales, sports tourism, etc., accelerating the construction of a new ecology of sports consumption and promoting economic growth. From talent cultivation, Chengdu has a relatively complete sports talent cultivation system, which has trained numerous outstanding athletes and professional sports talents, providing strong talent support for the development of the sports industry. For example, the "Panda Cup" has cultivated many reserve forces for Chinese football. But for building Chengdu as a sports capital, it is still far from enough. Chengdu needs more diverse domestic and international sports events at all levels to support and improve its sports capital system (CGTN, 2023).

Although Chengdu has significant advantages in building a sports capital, there are still some problems: (1) In terms of sports facilities, although the number of sports facilities has increased, there is still a problem of uneven distribution. Some old residential areas and remote areas have relatively few sports facilities, making it difficult to meet the fitness needs of citizens. The opening hours and usage conditions of some sports venues are limited, which cannot fully play their due role and result in resource waste. (2) In terms of event operation, although many large-scale events have been held, there is still a certain gap in the market-oriented operation and commercial development of the events compared to the international advanced level. The profitability and sustainable development ability of the events need to be further improved, and some events do not have a significant driving effect on the surrounding supporting industries. (3) In terms of the sports industry, Chengdu's sports industry has a relatively small scale, an insufficiently rational industrial structure, a relatively low proportion of sports services, an insufficient supply of high-end sports products and services, a lack of internationally competitive sports brands and enterprises, and relatively lagging innovation capabilities and technological applications in the sports industry. (4) In terms of talent reserves: Compared to first-tier cities, Chengdu faces certain challenges in attracting and retaining high-end sports talents, such as a relative shortage of high-level sports coaches, event management talents, sports research talents, etc., which to some extent limits the development of Chengdu's sports industry and sports industry. (5) In terms of regional collaboration, there are still some problems in the construction of the Chengdu Meizhou Chengdu metropolitan area, such as insufficient integration of sports resources between regions, further strengthening of collaborative hosting of sports events, and the co-construction and sharing of sports facilities (Yu et al., 2024).

Therefore, it is necessary to establish a management model for Chengdu as the sports capital of the People's Republic of China. By analyzing Chengdu's strengths, challenges, and opportunities in hosting international sports events, this study provides valuable insights into how sports can catalyze urban development, economic growth, and internationalization. The research highlights the critical role of sports in urban marketing, community cohesion, and infrastructure improvement, while also addressing existing gaps in facility distribution, event operation, industry development, talent cultivation, and regional collaboration.

Objectives

1. To survey the current situation and the problems of Chengdu to be the sports capital.



2. To develop a management model for Chengdu to be the sports capital of the People's Republic of China.

3. To confirm a management model for Chengdu to be the sports capital of the People's Republic of China.

Literature Review

1. *Sports Capital*

Social Capital Theory (SCT) is one of the most influential theories concerning sports and societal benefits. It originates in the works of Bourdieu, Coleman, and Putnam. SCT is one of many theories, for the authors' work differs in conceptualizing social capital. The central focus of all three theories is on the influence of social networks and civic norms on society. Furthermore, SCT is linked with civic engagement, trust, and a sense of community. Also, social cohesion bonds the different views on SCT. The concepts of civic engagement, a sense of community, and social cohesion are closely linked to sports and physical activity. Social Capital Theory (SCT), as discussed by Baron et al. (2001), emphasizes the influence of social networks and civic norms on society. SCT is associated with civic engagement, trust, and a sense of community, and these concepts are also connected to sports and physical activity. Yang (2017) believes that the construction of sports venues in sports cities can promote urban economic development. The construction of sports venues and the holding of large-scale sports events can promote the development of urban transportation, environment, and culture.

Public policy is the code of conduct and guide of action adopted by the policy subject (mainly the ruling party and the government) to regulate and guide the relevant institutions, organizations, and individuals. Sports public policy is the government's awareness and behavior of sports problems, which is a targeted process, and the goal is to deal with and solve all kinds of sports public problems. The sports public policy is formulated by the sports government agencies and sports officials, which reflects the activity mode and process of the government in the political system and characteristic environment (Miao, 2016). Ma (2014) in the Beijing Olympic cycle of Chinese sports policy in this sports policy: sports policy is the party and the country in the sports model, measures and methods, decide what to do or not to do in the field of sports, is to solve the problem, the development of sports, the party and the country's sports policy is a public policy. Li and Li (2020) pointed out in research on Public Policy of Government and Sports that sports policy is the code of conduct of sports development, which stipulates and guides the development direction of sports. The emergence of sports policy is restricted and influenced by various factors in the social and political system, which is the product of the comprehensive action of many factors. Among them, the most important factors are as follows: social and economic state, political system and institutional conditions, political culture, international environment, and so on. The emergence of sports policy is restricted and influenced by various factors in the social and political system, which is the product of the comprehensive action of many factors.

In essence, the world competition city is also a city image of Chengdu, so it is necessary to sort out the literature related to the city image. Kotler (1999) deepened the analysis of city image and believed that city image is the source of power to promote the growth and progress of a city's economy. Image of a city from the perspective of communication and believed that the key to forming the image of a city is interpersonal communication and mass communication, and subjective cognition is not only affected by factors such as personal experience but also by many factors such as the external environment. Chen (2020) based on the communication 5W mode, under the guidance of false environment theory, such as the use of case study and content analysis methods, explores the spread of the Hangzhou city image, summarizes the city event spread city image of the general principle, to actively spread city events city image related social reference to the practice. In summary, these documents show the multi-dimensional research of city image, including communication, marketing, environment, and lifestyle, as well as qualitative and quantitative analysis methods. City image is not only the product of personal experience but also the result of the interaction of multiple communication methods and the external environment.



News media that specializes in covering sports activities. In a narrow sense, they refer to professional sports news media, such as sports newspapers, sports magazines, sports TV, sports radio, sports Internet, sports mobile phone, etc. In a broad sense, in addition to professional sports news media, sports media also includes sports pages or sections in general news media. In connection with the specific characteristics of iconic sports events, the communication power evaluation system of iconic sports events is established from four dimensions, such as media exposure and city image guidance. Wang (2020) starts with the background of "Belt and Road", and analyzes the dimensions of improving the communication power of the 2022 Beijing Winter Olympics, including enhancing the diversification of communication content, innovating the communication means and technologies of "smart Olympics", and encouraging the creation of film and television works for the Winter Olympics with the help of online and offline platforms. Shi (2011) pointed out that since the dissemination of sports culture needs to undertake the responsibility of building socialist culture, the communication of sports culture needs to match the development of The Times and actively spread positive energy; it needs to fit the strongest voice of international development and strive to build a good national image. In summary, sports media include professional sports news media and sports sections in comprehensive news media. The study pointed out that the evaluation of the communication power of iconic sports events needs to be considered from multiple dimensions. Against the backdrop of the "Belt and Road Initiative", the communication power of the Beijing Winter Olympics needs to be enhanced through diversified content, technological innovation, and film and television works. At the same time, the communication of sports culture should match the development of the times, spread positive energy, and enhance the image of the country.

Li (2020) analyzed multiple sports cities through case studies, systematically illustrating the government's leading role in sports city planning, sports facility construction, event organization, and industry development. The study also explored specific implementation strategies, offering both theoretical support and practical insights for other cities aiming to enhance their sports infrastructure and policies. Li (2018) emphasized the government's leading role in sports city development, using the sports industry plan as a strategic guide. The study highlighted how various event activities, the construction of sports venue facilities, and the integration of sports with multiple industries contributed to the promotion of "Sports City" initiatives. Li's practical experience underscores the government's planning, organization, and regulatory functions in shaping the growth and development of sports cities.

2. Current Situation in Chengdu

Since it proposed to build a world sports city in 2016, Chengdu has paid attention to promoting the development and construction of a world sports city through system construction, infrastructure construction, and the introduction of high-quality sports events. First, we will standardize institutional development and provide strong institutional support. In February 2018, the Action Plan for Chengdu to Build an International Competition City clarified that it would strive to build it into an international competition city by 2035. In the Several Policies and Measures for Chengdu to Build a World-Famous Sports Event City and Promote the Development of Sports Industry, released in February 2019, it is proposed that the work related to promoting the construction of a famous sports event city should be unified in many aspects, such as sports events and industrial agglomeration. In November 2020, the 14th Five-Year Plan for the Development of Chengdu World Competition City (Draft) specified that by 2025, the infrastructure construction made the Proposal for the 14th Five-year Plan and the Vision of seeking competition, camp city, developing industry and benefiting the people, and lays an important foundation for the active development and construction of Chengdu international competition city. In the Construction Outline of Chengdu World Sports City, Chengdu proposed to implement a three-step strategy to build a world sports event city by 2025, a world sports city by 2030, and a world living city by 2035. To make the construction of the world-famous sports city strategy better cohesion, built in the process of building perfect world events, sports system is particularly important, the outline in Chengdu will build multi-level sports events, department, by the international top events, professional high level, distinctive independent brand





events, at the same time encourage social subject diversification to participate in the construction of the system (Qiu, 2012).

Zhu (2021) identified several challenges faced by sports administrative departments in overseeing sports cities and event activities, including conceptual ambiguities, limited supervisory capacity, unclear regulatory standards, inefficient processes, and weak enforcement. To address these issues, Zhu proposed various supervisory strategies, such as enhancing the operational supervision mechanism, refining regulatory standards, optimizing oversight procedures, and strengthening law enforcement. These recommendations provide concrete approaches for improving government oversight of high-risk sports events.

3. Management model

There are two main different ideas, one is Taylor's. Emphasize that the plan, definition, and control of the work should be separated from the implementation. The plan and control of the work are in the hands of the management, and the implementer has no autonomy. The second is the new Taylor doctrine, which advocates that management should allow maximum autonomy under the management standards and oppose technical determinism. Model, the basic explanation generally refers to: 1. The set of programs that can achieve the goal; 2. The course of action and methods of struggle are formulated according to the development of the situation; 3. Have the art of struggle and can pay attention to ways and methods. In the Western management literature, "model" (model) -the word is derived from the Greek word (Strategos), which means "for the general" (The Art of General), that is, the general used the army. Therefore, the model can be interpreted as model, model, and policy. Later, the term "model" was introduced into management. We define the model as: to achieve a certain goal, adopt certain methods to formulate several plans for possible problems, and in the process of implementation, according to the development and the change of the situation to develop a new plan, or according to the development and the change of the situation to choose the corresponding plan, and finally achieve the goal (Zhang, 2019)

Zheng (2017) after the games sports stadium management strategic thinking Jiangsu to undertake the national Ten Games event invested a lot of new and transformed, batch of these venues the social benefits and economic benefits, think should learn advanced sports venue operation experience at home and abroad, and combined with the actual situation of Jiangsu, explore the reform and development of Jiangsu sports venues management mode of new train of thought. Cheng (2018) in the public sports venues management mode, through the analysis of the current public stadium's management problems and causes and foreign sports venues, put forward the public stadium's management system reform as the breakthrough point, market-oriented resource allocation is the core content of stadiums operation, through intensive management mode and professional property company management entity, promote the regionalization of stadiums and the overall comprehensive management. Huang (2011) proposed the innovation of stadiums and Management Mode that innovation of stadiums and management mode mainly includes the innovation of marketing concepts, marketing services, marketing combination model, marketing management, and other aspects, to improve its operational effect and benefit. Through reading and sorting out the relevant literature, the relevant research on the competition system can be summarized in the following three aspects. The first is the construction of the event system, including the formation and development of the event system in China and the importance of the sports event system; the second is the study of the established event system, including the current situation and development of the event system, the dilemma and the optimization and improvement of the event system; the third is the establishment of the evaluation index of the event system.

Ding and Dai (2019) examined the process of developing a world-renowned sports city through the five dimensions of the evaluation index for global sports cities. They suggested strengthening government guidance, integrating social resources, and fostering a distinctive Shanghai sports culture. Additionally, they proposed establishing Shanghai as a model city for sports participation and national fitness, enhancing

urban sports infrastructure, and accelerating the development of a global sports industry hub to support Shanghai's goal of becoming a world-famous sports city.

4. Summary

Through comparative research on some famous international sports capitals, we can understand the development models, successful experiences, and common characteristics of different sports capitals. Relevant policies, plans, and projects issued by regional governments are analyzed to promote and influence the development of the sports industry. Research results on the construction status, utilization rate, and operation model of regional sports facilities can evaluate their contributions and shortcomings in the construction of a sports capital. A sports capital is not only a gathering place for sports activities and industries. Research results on the inheritance and innovation of sports culture, citizen sports participation levels, sports education, and scientific research levels can all analyze the role of sports capital in promoting the social development of the region. This literature review of the sports capital can provide a comprehensive understanding of the current status of the region's sports industry development, economy, policy support, facility construction, event hosting, sports culture inheritance, medical care, transportation, international reception capacity, etc., and provide a basis for future research, provide reference and guidance for practice.

Conceptual Framework

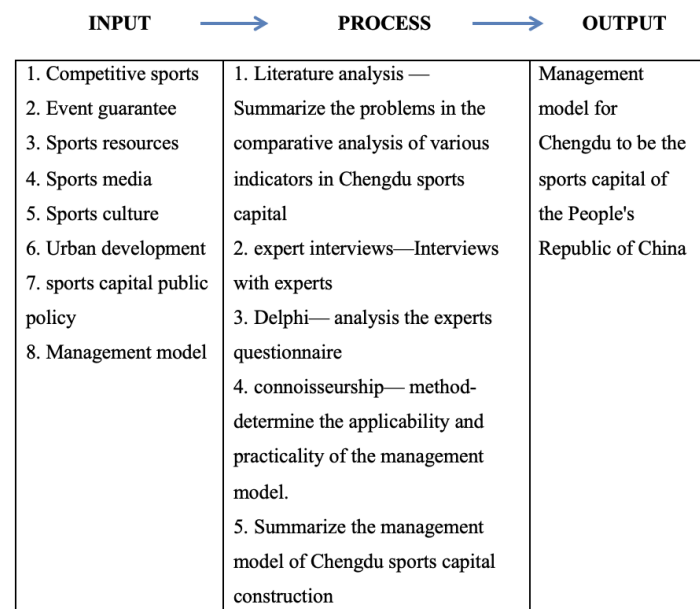


Figure 1 Conceptual framework

Methodology

1. Research Tools

The research tools used in this research are as follows:

(1) Interview form. This instrument aims to gather insights into the current status and challenges of Chengdu sports capital management. In addition, it will serve as the basis for creating a questionnaire for Delphi.

(2) Questionnaire for Delphi. In the first round of Delphi, the framework of the management model was determined through a literature review and expert interviews. In the second round, the questionnaires were sent to 19 experts, and expert opinions were counted through the questionnaires. In the third round, the



questionnaires were sent to 19 experts again to review the results and see if any experts modified their opinions from the previous round. The questionnaire for Delphi was reviewed by 5 experts using the Index of Item-Objective Congruence (IOC) to evaluate the questionnaire's relevance, clarity, and ability to address the intended research goals.

(3) Evaluation form for Connoisseurship. This evaluation form will be used in the connoisseurship discussion, and this form will be used to confirm the management model for Chengdu as the sports capital of the People's Republic of China. 5 experts reviewed this evaluation form using the Index of Item-Objective Congruence (IOC) to assess the questionnaire's relevance, clarity, and effectiveness in addressing the intended research objectives.

2. Research Participation

In this research, the purposive sampling method was used to select the experts; the details for the experts are as follows:

Expert for IOC: 5 experts to determine the quality of the questionnaire using the Index of Item-Objective Congruence (IOC). The experts include 1 government officer, 2 experts in the field of sports city, and 2 experts in the field of sports management. All experts must have more than 5 years of work experience.

Experts' interview: 11 experts to participate in an expert interview to find key components to establish a management model, including 3 government officers, 3 experts in the field of sports city, 3 experts in the field of international competition, and 2 experts in the field of sports management. All experts must have more than 5 years of work experience.

Expert for Delphi method: 19 experts to participate in three rounds of Delphi consensus, including 4 government officers, 4 professors in the field of sports management, 4 experts in the field of international competition, 4 experts in the field of sports city construction, and 3 experts in the field of sports industry and management. All experts must have more than 5 years of work experience. The objective is to develop a management model.

Expert for the Connoisseurship method: 7 experts to participate in the connoisseurship discussion to discuss and confirm the management model. The experts include 2 government officers, 2 experts in the field of sports management, 2 experts in the field of international sports competitions, and 1 expert in the field of sports industry and management. All experts must have more than 5 years of work experience.

3. Data Collection

1. Literature analysis: Relevant literature on the thesis title was retrieved, such as the economic status, government support, venue facilities, environmental factors, sports cultural environment, transportation, medical care, international reception capabilities, event technical capabilities, and sports industry associations.

2. Expert interview: The researchers invited 11 experts to conduct expert interviews. Based on the results of the experts' interview, determine the components in the management model and make the first round of the Delphi questionnaire.

3. Delphi method: The researchers invited 19 experts to conduct three rounds of Delphi consensus. The first round of questionnaires is determined by interviewing experts; the second round of surveys: An anonymous questionnaire survey is conducted on 19 experts, and the experts give their answers and opinions based on their own experience and knowledge level; the third round of surveys: Questionnaires are distributed to the 19 experts again to see if the experts have modified their different opinions.

4. Connoisseurship method: The researchers invited 7 experts to conduct connoisseurship discussions to confirm the management model for Chengdu to be the sports capital of the People's Republic of China.

4. Data Analysis

Employ a software package for data analysis, incorporating the following statistical methods:



1. The questionnaire: Data collected is analyzed by calculating the average and standard deviation of the questions after sorting.
2. Expert Interview: Convert the content of the interview into text and organize and analyze it by using content analysis
3. Delphi: median and interquartile ranges were used to analyze the Delphi consensus data. Criteria for the analysis included a median of ≥ 3.50 and an interquartile range of ≤ 1.50 .
4. Connoisseurship: using content analysis to analyze the data.

Results

The results of this study are divided into the following 3 sections:

Part 1: Investigate the current situation and problems of developing Chengdu to be a sports capital.

Part 2: Develop the management model for Chengdu to be the sports capital

Part 3: Confirm the management model for Chengdu to be the sports capital

1. Investigate the current situation and problems of developing Chengdu to be a sports capital

The researchers interviewed 11 experts to create a management model, including 3 government officers, 3 experts in the field of sports city, 3 experts in the field of international competition, and 2 professors in sports management. After that, the researchers combined the expert opinions with the past literature review to establish key components of the management model. The results of the questionnaire responses can be analyzed as follows:

The management model must be consistent with the country's urban development policy.

Policy and system construction: the development planning of sports cities, the establishment of a sports capital management system, and the improvement of laws and regulations on sports.

Sports facilities and infrastructure construction; comprehensive construction and upgrading of large-scale sports facilities: construction of sports competition automation facilities system; construction of a full sports center and professional base.

Event and event management; attract international major events: cultivate local brand sports events: promote community sports activities through continuous holding.

Sports economy and industrial development: encourage the development of sports enterprises, promote sports tourism, e-sports, and sports media.

Community sports and national fitness; increase the construction of community fitness facilities, to ensure that the community residents have health promotion activities, by holding seminars, distributing sports guidelines,

Strengthen cooperation with schools: promote schools to carry out competitive sports and promote an urban sports atmosphere.

Data and intelligent management; Establish a sports big data platform: collect and analyze citizen sports participation data

Using sports intelligence technology, making sports information more open.

Sports talent training: train professional coaches and managers, and encourage youth sports: support youth career development in school and extracurriculars; provide a perfect career plan.

International exchanges and cooperation to promote international cooperation: strengthen exchanges and cooperation with international sports organizations and foreign cities; organize international sports exchange activities. Enhance Chengdu's international pictograph and city visibility.

2. Develop the management model for Chengdu to be the sports capital

In this paper, 19 experts, including 4 government officers, 4 professors in sports management, 4 experts in the field of international competition, 4 experts in sports city construction, and 3 experts in sports industry and management, form an expert team to provide professional opinions in a Delphi consensus.

After the first round of the Delphi, the questionnaire was developed. To verify and validate these



opinions, the researcher administered a second-round and third-round questionnaire to the experts. In the third round of the Delphi consensus, it can be concluded that there were 13 components of planning, 18 components of organizing, 11 components of leading, and 15 components of controlling.

Table 1 Third round of Delphi results

NO	Content	N=19		Result
		Mdn.	IQR	
Planning				
1	Chengdu has been built into the sports capital, using sports to promote urban development, improve the quality of life of its citizens, and enhance the comprehensive competitiveness of the city.	4.00	1.00	Retained
2	Increase the sports participation rate: increase the proportion of people who regularly take physical exercise to 45 percent in the next five years	4.00	1.00	Retained
3	Enrich mass sports activities: various mass sports events and activities are held no less than 5,500 times every year, covering a variety of sports events, to meet the needs of different groups of people.	4.00	1.00	Retained
4	Improve the supply of sports facilities: to ensure that every community has convenient and accessible sports and fitness facilities, pocket fitness parks, and per capita sports areas of more than 3 square meters.	5.00	1.00	Retained
5	Improving competitive sports performance: In the Asian Games and Olympic Games, the number of MEDALS won by Chengdu athletes increased by 5% year by year,	4.00	1.00	Retained
6	Optimize the layout of competitive sports: focus on the development of sports with Chengdu characteristics and advantages, and cultivate a group of high-level competitive sports teams.	4.00	1.00	Retained
7	Strengthen the training of sports reserve talents: establish and improve the training system of youth sports talents and send a certain number of outstanding sports reserve talents to the provincial and national teams every year.	4.00	1.50	Retained
8	Expand the scale of the sports industry: the total scale of the sports industry will achieve continuous growth in the next five years, accounting for 20% of the regional GDP.	4.00	1.00	Retained
9	Cultivate leading sports enterprises: to attract and cultivate several sports enterprises with core competitiveness, and to create several influential sports industry brands in China.	4.00	1.00	Retained
10	Promote the growth of sports consumption: by holding various sports events and activities and promoting sports tourism, stimulate the enthusiasm of citizens for sports consumption, and the per capita sports consumption expenditure reaches more than 3,000 yuan.	4.00	1.00	Retained
11	Carry forward the spirit of sports: through the publicity of sports stars and holding sports cultural activities, carry forward the Olympic spirit and Chinese sports spirit, and create a positive sports cultural atmosphere.	4.00	1.00	Retained
12	Build a sports culture brand: explore the sports culture resources of Chengdu, build a sports culture brand with Chengdu characteristics, and enhance the cultural soft power of the city.	4.00	1.00	Retained
13	Strengthen foreign sports exchanges: Actively host international sports events and activities, strengthen sports exchanges and cooperation with domestic and foreign cities, and enhance the international influence of Chengdu.	4.00	1.00	Retained
Organizing				
1	Chengdu Sports Bureau; responsible for formulating municipal sports development plans and policies, and coordinating the development of sports undertakings and the sports industry.	4.00	1.00	Retained
2	To organize and hold major sports events and activities, and to guide the work of mass sports, competitive sports, and the sports industry. To supervise and	4.00	1.00	Retained



NO	Content	N=19		Result
		Mdn.	IQR	
	administer the sports market and standardize the sports business activities.			
3	We will strengthen the construction of sports personnel, and train and introduce various types of sports professionals. Strengthen circulation	4.00	1.00	Retained
4	National Development and Reform Commission: Integrate the development of sports undertakings and the sports industry into the city's economic and social development plan, and strive for policy and financial support from superiors.	4.00	1.00	Retained
5	Finance Bureau: guarantee the development funds of sports undertakings, reasonably arrange the budget of sports funds, and strengthen the supervision of sports funds.	4.00	1.00	Retained
6	Bureau of Planning and Natural Resources: do a good job in land planning for sports facilities and ensure the land supply for sports facilities construction projects.	4.00	1.00	Retained
7	Culture, Radio, Film and Television Tourism Bureau: promote the integrated development of the sports, culture, and tourism industry, and build a brand of sports culture and tourism.	4.00	1.00	Retained
8	Health Commission: Strengthen the integration of sports and health, and carry out the publicity and guidance of sports to promote health.	4.00	1.00	Retained
9	Chengdu Sports Federation: plays the role of a bridge, contacts and unites all kinds of sports social organizations and sports workers in the city.	4.00	1.00	Retained
10	To organize and carry out sports competition exchanges, training, and competition activities to promote the development of sports socialization.	5.00	1.50	Retained
11	Individual sports association: responsible for the promotion and popularization of the project, talent training, competition organization, etc.	4.00	1.00	Retained
12	Sports club: to carry out sports training, fitness guidance, and competition activities to meet the diverse sports needs of the citizens. To train and transport excellent sports talents to provide support for the development of competitive sports.	4.00	1.00	Retained
13	Sports event operation company: plans, organizes, and operates all kinds of sports events to improve the quality and influence of the events. Expand the event market, attract sponsors and spectators, and realize the commercial value of the event.	4.00	1.00	Retained
14	Sports fitness service enterprises: provide fitness venues, equipment, and professional fitness guidance services to meet the needs of citizens. Innovate service models, expand service areas, and improve the quality and level of services.	4.00	1.00	Retained
15	Sports scientific research institutions: to carry out sports scientific research, to provide theoretical support and technical support for the development of sports undertakings and the sports industry. Research and develop new sports technologies and new methods, and improve the scientific level of sports training and competition.	4.00	1.00	Retained
16	We will strengthen the transformation of sports scientific research achievements and promote innovation in sports science and technology.	4.00	1.00	Retained
17	University sports department: Cultivate sports professionals to provide talent support for the development of sports undertakings. Provide community, mass sports guidance talents	4.00	1.00	Retained
18	Strengthen the cooperation with sports departments and enterprises, and promote the integrated development of industry, education, and research.	4.00	1.50	Retained
Leading				
1	Policy and system construction: the development planning of sports cities, the establishment of a sports capital management system, and the improvement of laws and regulations on sports.	4.00	1.00	Retained



NO	Content	N=19		Result
		Mdn.	IQR	
2	Sports facilities and infrastructure construction; comprehensive construction and upgrading of large-scale sports facilities: construction of sports competition automation facilities system; construction of a full sports center and professional base.	4.00	1.00	Retained
3	Event and event management; attract international major events: cultivate local brand sports events: promote community sports activities through continuous holding.	4.00	1.00	Retained
4	Sports economy and industrial development, to encourage the development of sports enterprises	4.00	1.00	Retained
5	Community sports and national fitness; to increase the construction of community fitness facilities: to ensure that the community residents have access the promote health activities: by holding seminars, distributing sports guidelines,	4.00	1.00	Retained
6	Strengthen cooperation with schools: promote schools to carry out competitive sports and promote an urban sports atmosphere.	4.00	1.00	Retained
7	Data and intelligent management; Establish a sports big data platform: collect and analyze citizen sports participation data	4.00	1.00	Retained
8	Use the intelligent technology of sports competition to strengthen the application in major competitions; sports competition information is open	4.00	1.00	Retained
9	Sports personnel training: train professional coaches and management personnel, and encourage youth sports; support youth career development in school and extracurricular activities; provide a perfect career plan.	4.00	1.00	Retained
10	International exchanges and cooperation to promote international cooperation: strengthen exchanges and cooperation with international sports organizations and foreign cities; organize international sports exchange activities. Enhance Chengdu's international pictograph and city visibility.	4.00	1.00	Retained
11	Promote sports tourism, electronic sports, and sports media	4.00	1.00	Retained
Controlling				
1	The Leading Group for Chengdu Sports City Development was established, with the main leaders of the municipal government as the leaders and the heads of relevant departments as the members, responsible for coordinating the major decisions and work arrangements of sports city construction.	4.00	1.00	Retained
2	Establish an expert advisory committee: invite experts, scholars, entrepreneurs, and social celebrities in the field of sports at home and abroad to form an expert advisory committee to provide professional consultation and decision-making suggestions for the construction of sports cities.	4.00	1.00	Retained
3	Extensive soliciting of public opinions: When formulating development plans and major policies, and measures for sports cities, we will extensively solicit opinions and suggestions from all sectors of society through various channels, fully reflect public opinion, and pool the wisdom of the people.	4.00	1.00	Retained
4	A public participation mechanism should be established to encourage citizens to actively participate in the construction of sports cities and improve their participation and satisfaction.	4.00	1.00	Retained
5	Formulate the performance evaluation index system: combined with the objectives and tasks of Chengdu sports city construction, formulate a scientific and reasonable performance evaluation index system, including the development of mass sports, competitive sports performance, sports industry scale, sports facilities construction, sports cultural atmosphere, and other indicators.	4.00	1.00	Retained
6	Evaluate the performance of sports city construction regularly, find out the problems and deficiencies in time, and take effective measures to improve	4.00	1.00	Retained



NO	Content	N=19		Result
		Mdn.	IQR	
	them.			
7	Strengthen supervision and inspection: establish and improve the supervision and inspection mechanism, strengthen the supervision and inspection of the work of sports city construction, and ensure the implementation of work tasks and the implementation of policies and measures.	4.00	1.00	Retained
8	We will strengthen supervision and inspection of key areas such as the use of sports funds, the construction of sports facilities, and the organization of sports events to prevent corruption and violations.	4.00	1.00	Retained
9	Establish a dynamic adjustment mechanism: according to the actual situation and development changes of sports city construction, timely adjust and improve the development planning, policies, and measures, and performance evaluation index system, to ensure that the construction of sports city always maintains the right direction and a good development trend.	4.00	1.00	Retained
10	Establish an information feedback mechanism, timely collect and analyze the opinions and suggestions of all sectors of society on the construction of the sports city, and provide a basis for decision-making and adjustment.	4.00	1.00	Retained
11	Accountability mechanism: establish a strict accountability mechanism to hold the departments and individuals who fail to work well and are dereliction of duty in the development of sports cities accountable. Clarify the standards and procedures for accountability to ensure the fairness and seriousness of accountability.	4.00	1.00	Retained
12	Expert think tank: invite domestic and foreign sports industry experts, urban planning experts, economists, and other experts to form an expert advisory committee. Provide professional theoretical support, data analysis, and prospective advice for decision-making, and conduct feasibility assessment and risk analysis for major projects.	4.00	1.00	Retained
13	Case study and reference: Collect successful sports city development cases at home and abroad, and conduct in-depth analysis and research. Summarize their experience and lessons, and provide a reference for the decision-making of Chengdu Sports City.	4.00	1.00	Retained
14	Internal supervision: establish and improve the internal supervision mechanism, and strengthen the supervision and management of sports departments and related units. Define the responsibilities and powers of all departments, standardize the work process, and prevent the abuse of power and corruption.	4.00	1.00	Retained
15	Public hearing and opinion collection: The preliminary plan will be announced to the public, public hearings will be held, and public opinions will be widely solicited in the region.	4.00	1.50	Retained

When the researcher analyzed the Delphi consensus results from 19 experts, the median and interquartile range (IQR) for each component from the model framework POLC were greater than 3.50, and the IQR value was less than 1.50. This indicates that the management model for Chengdu as the sports capital has the potential for further implementation.

3. Confirm the management model for Chengdu as the sports capital

To ensure the satisfaction, utility, and practicality of this management model, the researcher conducted a connoisseurship panel. A total of 7 experts were invited to participate in discussions. The 7 experts unanimously agree that the management mode is practical and reasonable, with good value, and is in line with the goal of sports capital. In addition to giving detailed examples, such as support from the provincial and central government, building and organizing, and promoting the people's participation in sports, the content is consistent with the sports policies of each city.



Figure 2 The management model for Chengdu as the sports capital of the People's Republic of China



Conclusion

After confirmation by the connoisseurship method, the management model of Chengdu as the sports capital of the People's Republic of China mainly consists of several aspects. Based on the PLOC theory and the feedback from experts in three rounds of the Delphi method, it can be summarized as follows: The planning consists of 13 components, the organizing consists of 18 components, the leading consists of 11 components, and the controlling consists of 15 components.

Discussion

From the planning perspective, for the establishment of the management model of Chengdu as the sports capital, Chengdu should focus on promoting urban development through sports, improving the quality of life of citizens, and enhancing the comprehensive competitiveness of the city by developing sports events with Chengdu's characteristics and advantages. This solution is in line with Ding and Dai (2019). They examined the practice of building London into a globally famous sports city based on the five dimensions of the evaluation indicators of globally famous sports cities, and proposed strengthening government guidance, integrating social resources, etc.; creating a unique sports culture; creating a city where everyone enjoys sports and a model city for national fitness; improving the construction of urban sports infrastructure; accelerating the construction of the global sports industry center.

From the organization's perspective: The government department plays a leading role, and other relevant government departments such as the Development and Reform Commission, the Finance Bureau, the Planning Bureau, the Natural Resources Bureau, the Housing and Urban-Rural Development Bureau, the Education Bureau, the Culture, Radio, Television and Tourism Bureau, and the Health Commission cooperate in coordination. The Chengdu Municipal Sports Bureau is responsible for formulating the city's sports development plan and policies and coordinating the development of sports undertakings and sports industries. This solution is in line with Li (2020) mentioned that through case analyses of multiple sports cities, it systematically expounded the leading role of the government in aspects such as sports city planning, sports facility construction, event holding, and industry development, as well as specific implementation paths, providing theoretical support and practical references for the sports construction of other cities.

From the leading perspective: The development plan for the sports capital should establish a management system for the sports capital; improve laws and regulations regarding sports; comprehensively build and upgrade large-scale sports facilities; build an automated facility system for sports competitions; improve sports centers and professional bases; attract international major events, cultivate local brand sports events, increase the construction of community fitness facilities, strengthen exchanges and cooperation with international sports organizations and foreign cities; organize international sports exchange activities. Li (2018) adhered to the government's leading role, took the sports industry plan as the guide, and promoted the construction of the "Sports City" by holding various event activities, promoting the construction of sports venue facilities, and promoting the integration of sports and multiple formats. His practical experience reflects the planning, organization, and control functions of the government in the development of sports cities.

From the control perspective: Set up the Chengdu Sports City Development Leading Group, with the main leader of the municipal government as the group leader and the heads of relevant departments as members, responsible for coordinating major decisions and work arrangements for the construction of the sports city. Establish an expert advisory committee, widely solicit social opinions, establish a public participation mechanism, and formulate a performance evaluation index system. Combine the goals and tasks of Chengdu's sports city construction, and formulate a scientific and reasonable performance evaluation index system. This solution is in line with what Zhu (2021) mentioned that sports administrative departments face problems such as concept confusion, insufficient supervision ability, unclear standards, unsmooth processes, and ineffective supervision in carrying out supervision work on sports cities and events activities, and proposed corresponding supervision strategies, including improving the supervision operation mechanism, improving supervision standards, optimizing supervision processes, and strengthening law



enforcement supervision, providing specific ideas and methods for the government's supervision of high-risk sports event activities.

Recommendation

Recommendation for current research

1. The government should establish a comprehensive and dynamic sports city management system. This system should cover the construction and use of sports facilities, the scale and quality of sports events, the level of sports industry development, and the participation rate of citizens in sports activities.

2. Strengthen cooperation and coordination between different government departments. Sports city construction involves multiple departments such as sports departments, urban planning departments, finance departments, and education departments.

Recommendation for further research

1. Strengthen research on the impact of new technologies such as artificial intelligence, big data, and the Internet of Things on sports city construction.

2. Conduct international experience and comparative analysis of different types of sports cities.

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