



## Guideline to Promote Football in Primary School in Jinan City, Shandong Province, the People's Republic of China

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### Abstract

**Background and Aim:** The successful completion of UEFA Euro 2024 has officially opened the football boom of the world in the present time, which has attracted the attention of the world. However, in recent years, for various reasons, the Chinese football industry is still facing many problems, which is not consistent with the current international sports situation, nor can it meet the Chinese sports power goals, not to mention the strategic goal of Chinese sports power. The purpose of this study was to study the implementation guidelines for the development and promotion of football sports, and then the implementation guidelines for the development and promotion of football sports in Jinan Primary School, Shandong Province, China.

**Materials and Methods:** Questionnaire method, Take the questionnaire from the university to the primary school and find experts. Interview method, the 7 experts who were interviewed for the development of the implementation guidelines for the promotion of football in primary schools in Jinan City, Shandong Province, China were selected as follows: a school principal who was or now served for no less than 4 years, and 2 persons. Football sports instructors who were or now serve for no less than 4 years, 2 persons. Football athletes must have been primary school athletes for at least 3 years, 2 people. Past or present presidents of the football Sports Association of Jinan city, and with working experience is not less than 4 years, 1 person. Focus group method. Experts for the confirmation of the promotion of football in Jinan Primary School, Shandong Province, China, a total of 10 people. Take the questionnaire from the university to the primary school and find experts. Create an interview form from the POIC theory, study the advisor and experts. Find the reliability of the IOC tool. Take it to interview 7 experts. Use the interview results to improve and consult the advisor and experts. Conduct a group meeting from the results of the expert interview to find consensus on consistency and feasibility. Analyze the data, study the teachers and experts. Summarize the analysis results. The result of objective 1 is to study the guidelines for promoting football sports at Jinan Primary School. The result of objective 2 is to create a guideline for promoting football sports at Jinan Primary School.

**Results:** They are an ongoing cycle of review, recalibration, and enhancement, ensuring the football organization remains nimble and goal-oriented. Evaluating individuals and strategies allows for the identification and rectification of deficiencies. Popularity metrics assist in understanding the system's appeal, and updating practices prevents stagnation. There is a management and supervision system for the training of the competition and the competition of the team of Jinan Primary School in Shandong province, China.

**Conclusion:** The Jinan Primary School football team in Shandong, China, has a dynamic management and supervision system that places a high priority on continuous improvement through regular evaluations, updates, and reviews. Player and strategy assessments enable the detection and remediation of shortcomings, while popularity indicators help determine the program's attractiveness and relevance. Maintaining the team's flexibility, discipline, and goal-oriented Ness through regular training technique updates helps to avoid stagnation and foster long-term success.

**Keywords:** Guideline to Promote Football; Football Sports; Primary School Students; Football in Primary School Students, Jinan City

### Introduction

Football is the most popular sport in the world, which has a positive effect on promoting physical health, cultivating teamwork, and developing socialization among school students. Recognizing the importance of football, the Chinese government has put forward campus football popularization as a major national strategy, implementing a sports program to popularize and improve at the same time, to which Jinan City in Shandong Province has also actively responded. However, due to insufficient physical



conditions, coaching staff, and a lack of focus in the implementation methods, Jinan's promotion of football in primary schools is still in its infancy, unable to fully play its role in the cultivation of young people.

Primary school football training can also help students cultivate positive personality qualities such as perseverance, concentration, and creative problem-solving, which are also an important part of overall quality development. As one of the main eastern regions of the development of campus football in China, Jinan has attached great importance to the popularization of football in primary schools, and has also highly recognized the important role of football in education. Football is the foothold for education in depth and the reform of the quality-oriented pattern of teaching in primary schools in Jinan, which also provides an effective practice for the country's national plan to become a strong sports nation. However, there is a lack of systematic management and perfect policy support, and a series of management policies and methods still need to be formulated (Hu, Zeng, & Zhu, 2016).

One of the theoretical frameworks commonly used in sports and football management is the POIC management model, which requires comprehensive planning of various levels, assigning responsibilities, and making the management more systematic. In addition, a perfect implementation plan and supervision will help football promotion become a program with order, coordination of resources, talent cultivation, and better controllability, and give it good vitality and development adaptability in a complex and changeable environment (Slack & Parent, 2020).

Most of the recent literature focuses on the experience and path of campus football in China, and there are many cases to learn from and promote. For example, they believe that to popularize campus football, China must first strengthen the overall management mechanism to link the overall plan with actual work, and only with the organization and operation will it be able to truly move forward (Nagel, Schlesinger, Bayle, & Giauque, 2015). The system and long-term operation are indeed the key to success, and the successful experience of some countries in youth football development can also be a reference for China to improve campus football management and policy guidance (Manzenreiter, 2018). For example, Japan and Germany both attach importance to the integration of football and education, focusing on the education of players in addition to the improvement of skills and football performance.

Motivated by the above, this study further developed an in-depth analysis based on the POIC model, and the football popularization and management practice in Jinan's primary schools were explored. Through semi-structured interviews, the results obtained from the investigation were compared and summarized from the current situation, main problems, existing good practices, and references from advanced experiences and countermeasures of school leaders, coaches, and players, as well as relevant experts and scholars. This paper aimed to propose a complete and practical management model for the primary school football popularization project in Jinan to provide a reference for campus football in Jinan City to play a more positive role in primary schools and social development in the future.

## Objectives

1. To study the current situation and problems of football in primary school students in Jinan City.
2. To create the guidelines to promote football in primary schools in Jinan City.
3. To confirm the guidelines to promote football in primary school students in Jinan City.

## Literature review

This study's purpose is to investigate guidelines that could facilitate the promotion of football in primary schools in Jinan city, Shandong Province, The People's Republic of China. The main research methods for the guideline to promote football in primary school in Jinan city, Shandong Province, The People's Republic of China are to introduce relevant expert literature and research, with the following methods.

### 1. The History and Origin of Football.

Football, or soccer, is widely regarded as the world's most popular sport, with a history that stretches back thousands of years across different civilizations. In China, the earliest form, *Cuju*, emerged during the





Han Dynasty (206 BCE–220 CE) as both military training and recreational play, and is recognized by FIFA as the oldest documented form of football (Hong & Huang, 2011; FIFA, 2014). Meanwhile, ancient Greece developed *Episkyros*, and Rome introduced *Harpastum*, both of which involved team competition, ball maneuvering, and designated playing fields, though with differing objectives and rules (Goldblatt, 2006; Harvey, 2013). While *Episkyros* emphasized advancing the ball and penalized excessive force, *Harpastum* resembled a possession-based passing game. These early forms, along with medieval European “folk football,” collectively shaped the foundations of the modern sport, which was formally codified in 19th-century England (Walvin, 2014). Thus, rather than having a single point of origin, football represents a cultural evolution rooted in Eastern and Western traditions, reflecting humanity’s enduring fascination with teamwork, competition, and structured play.

## 2. The basic skills of football

The classification of basic football skills is often divided into several technical aspects, with ball control, passing, and shooting serving as the foundation for player development.

**Ball control** is one of the most essential football skills, as it enables players to stop, manage, and maneuver the ball effectively under pressure, thereby facilitating continued attacking or passing opportunities. According to Zhang (2020), effective training of ball control should emphasize enhancing players’ ball sense and physical coordination through repetitive practice of movements, such as pulling the ball within confined areas and quickly manipulating it with the inside of the foot.

**Passing** represents another critical technical component, encompassing short, long, direct, and diagonal passes. Accurate passing is vital for organizing attacks, maintaining possession, and creating scoring opportunities. Li (2021) highlights that passing training should prioritize accuracy, power, and timing, with drills designed around varying distances and target zones to sharpen players’ decision-making and precision.

Finally, shooting remains the primary means of scoring in football, incorporating diverse techniques such as powerful shots, precise finishes, and heading. Shooting training not only focuses on technical execution but also integrates psychological conditioning, such as simulating pressure situations to enhance confidence. Furthermore, analyzing elite players’ shooting mechanics can provide valuable insights, allowing developing athletes to refine their skills and elevate their performance.

## 3. Training techniques and processes of football

Fundamental skills training forms the backbone of football development, with basic drills and passes serving as the foundation for more advanced techniques. Core skills such as passing, receiving, shooting, and dribbling require consistent repetition to build muscle memory and coordination. Structured drills that emphasize both repetition and variation enable young players to gradually master these essentials and transition smoothly into more complex tactical applications (*How to Be a Better Soccer Player: Training, Skills, and More*, 2023).

Role-specific training further enhances player development by tailoring skill acquisition to the unique demands of each position. For instance, defenders must focus on tackling and marking, while midfielders emphasize vision and distribution, and forwards concentrate on finishing and positioning. Complementing this is physical conditioning, which underpins overall football performance. Fitness programs focusing on endurance, strength, speed, agility, and flexibility are essential in preparing players to sustain high-intensity performance throughout the match (Smith, 2021).

In addition to physical training, technical drills are critical for refining precision, consistency, and decision-making under pressure. These exercises include targeted passing sequences, shooting routines, ball-control activities, and dribbling challenges, all designed to replicate in-game demands and enhance player adaptability (Li, 2021). Tactical exercises extend beyond technical mastery by integrating individual skills into broader team strategies. This encompasses formation practice, such as 4-3-3, 4-4-2, or 3-5-2 systems, which helps players internalize their roles and responsibilities while strengthening collective performance (Garcia, 2020).





Finally, psychological preparation plays a crucial role in sustaining football performance. Mental resilience enables players to cope with pressure, maintain focus, and remain confident in high-stakes scenarios. Techniques such as visualization—mentally rehearsing penalty kicks, defensive situations, or attacking plays—help athletes reduce anxiety and enhance confidence before and during competition (Brown, 2018). These psychological strategies complement technical and tactical preparation, ensuring a holistic approach to training.

Overall, integrating fundamental skills, role-specific training, physical conditioning, technical and tactical exercises, and psychological preparation provides a comprehensive framework for developing football players. This multidimensional approach equips athletes not only with technical proficiency but also with the mental and physical resilience necessary to excel in competitive environments.

#### **4. Principles and methods for developing football**

##### **Comparison of Domestic and Foreign Youth Football Training Systems**

The development of youth football training systems varies significantly across countries, with Japan, Germany, and the United Kingdom providing distinct models that offer valuable insights for other nations. As a major football power in Asia, Japan emphasizes a holistic approach that integrates both football development and cultural education. The primary model relies on football clubs, while campus football and professional clubs function as complementary structures. This dual emphasis allows students to cultivate not only their athletic abilities but also their academic and social competencies. According to Manzenreiter (2018), the success of campus football in Japan lies in its ability to design scientifically grounded training plans for teenagers, adapting skill development to the cultural and national context. The widespread popularity and participation in campus football further explain the rapid expansion of the sport in Japan.

Germany, by contrast, has established a highly structured and institutionally supported youth football system. Tomlinson (2015) notes that the German model integrates football associations, clubs, and schools to ensure orderly and systematic training of young athletes. Importantly, Germany prioritizes the balance between cultural education and skill development, thereby fostering well-rounded players who are not only technically proficient but also socially and intellectually prepared. This comprehensive approach has elevated German football into a globally recognized model, demonstrating the long-term benefits of integrating football training with broader educational structures.

The United Kingdom presents yet another perspective on youth football training, with an emphasis on accessibility and opportunity creation. According to Smith (2010), Britain provides numerous platforms for youth engagement in football, allowing those with interest or talent to join clubs and participate in structured training. Smith further argues that cultivating a football culture and providing continuous exposure to the sport are key to maintaining young players' enthusiasm while developing their technical abilities. The creation of a supportive environment, combined with structured opportunities, appears to be the most effective way of ensuring both sustained participation and skill enhancement among young players.

When comparing these models, several important themes emerge. Japan's system underscores the importance of scientific training plans tailored to cultural and national characteristics, while Germany highlights the value of institutional support and integration between education and sport. Meanwhile, the UK stresses the significance of atmosphere, opportunity, and accessibility in sustaining interest and talent development. Together, these approaches provide a comprehensive picture of how youth football training systems can be designed to balance athletic, academic, and social dimensions of development.

For domestic systems, such as those in China, these international models offer valuable lessons. By blending Japan's scientifically informed campus programs, Germany's institutionalized support systems, and the UK's culture of accessibility, a more effective and sustainable framework for youth football development could be established. This integrated approach may not only enhance the technical quality of players but also foster the holistic growth necessary for long-term success in global football.

#### **5. Management theory of football**







The “POIC” framework, which stands for planning, organizing, implementing, and controlling, is widely recognized as one of the most fundamental models in management research and practice. This theory provides a structured lens through which organizations can achieve efficiency and effectiveness in operations. Yavira (2010) emphasized that planning is the cornerstone of management, requiring meticulousness, conciseness, and systematic design to clarify organizational guidelines and objectives. By embedding planning as the first function, POIC ensures that organizations begin with a clear vision and direction, thus reducing ambiguity and enhancing coordination.

As Hrnote (2019) noted, POIC represents a modern, comprehensive, and easily applicable principle for organizational effectiveness. The theory ensures that organizations can operationalize four critical elements systematically. Strategic planning, for instance, involves assessing competitors, identifying opportunities and threats, and evaluating organizational strengths and weaknesses. Tactical planning, in contrast, focuses on translating strategies into practice by concentrating on operational details. Business planning addresses procedures at the departmental level, ensuring that tasks and responsibilities are aligned with the overarching goals of the organization.

The application of POIC extends beyond theoretical management to practical fields, such as education. Moh. Saiful Hakiki, Anggraini, Putra, and Adinugroho (2021) provided an example in the applied English major at Sichuan Engineering College, where POIC was employed for teaching system pattern analysis. In this case, planning was centered on identifying key issues and setting common goals, while the organization focused on structuring responsibilities and communication channels. This ensured that all stakeholders, including students and faculty, worked collaboratively toward shared objectives.

Moreover, the theory has been applied in organizational conflict management. For instance, in leadership transitions, planning involves recognizing the issues at stake, establishing common goals, and brainstorming solutions that serve the interests of all parties. The organization then structures the transition by setting timelines, assigning responsibilities, and ensuring clear communication to stakeholders such as employees, customers, and investors. Implementation is carried out by applying these strategies assertively, while control involves evaluating outcomes, addressing emerging challenges, and identifying opportunities for improvement (Moh Saiful Hakiki et al., 2021).

Overall, the POIC framework demonstrates versatility and adaptability across multiple organizational contexts. From educational settings to corporate transitions, the model emphasizes structured planning, effective communication, collaboration, and continuous evaluation. By applying POIC systematically, organizations can not only enhance operational performance but also foster resilience, adaptability, and long-term sustainability in a dynamic environment.

## **6. Problems and obstacles in football management**

Football management is confronted with numerous challenges that can impede the growth and sustainability of the sport. These problems range from structural and financial issues to cultural and organizational barriers that must be overcome to ensure effective management and long-term success.

### **6.1 Structural and Governance Issues**

Effective governance is fundamental to the success and sustainability of football organizations. Nevertheless, many associations continue to struggle with outdated governance structures and excessive hierarchical systems, which hinder transparency and effective decision-making. Smith (2021) argued that governance challenges in football often stem from conflicting stakeholder interests, inadequate regulatory frameworks, and a lack of accountability. These issues not only undermine organizational credibility but also slow the pace of necessary reforms.

In many contexts, football governance is characterized by highly centralized decision-making, which restricts innovation and creates resistance to change. Such centralization often leads to bureaucratic inefficiencies that limit the ability of organizations to respond to emerging challenges in a dynamic sporting environment (Smith, 2021). This structural rigidity is compounded by insufficient stakeholder engagement, which further undermines reform efforts.





Jones (2019) highlighted that another major obstacle in football governance lies in the poorly defined roles and responsibilities within associations. This lack of clarity contributes to confusion, inefficiency, and duplication of efforts. When administrative structures are not delineated, accountability becomes diffuse, making it difficult to measure performance and enforce organizational standards.

Furthermore, the lack of effective coordination between national associations and local clubs exacerbates governance issues. According to Jones (2019), such disconnects create operational bottlenecks that slow down program implementation and reduce the effectiveness of grassroots development initiatives. In turn, this undermines the capacity of football organizations to fulfill both developmental and competitive objectives.

In summary, governance challenges in football stem from structural inefficiencies, centralization of authority, unclear responsibilities, and poor coordination across organizational levels. Addressing these issues requires reforms that prioritize transparency, decentralization, stakeholder engagement, and improved regulatory frameworks to ensure accountability and long-term success in football governance.

### ***6.2 Talent Development and Retention Problems***

The development and retention of young talent are critical for the future of football. However, many countries lack effective youth academies and struggle to provide a clear pathway for young players. A study by Garcia (Garcia, 2020) found that inadequate funding, poor infrastructure, and a lack of qualified coaching staff are major obstacles to youth development in many countries.

### ***6.3 Financial Management and Economic Pressures***

Financial instability represents a critical challenge in the management of football organizations. Many clubs remain overly dependent on limited revenue sources such as sponsorships, broadcasting rights, and ticket sales. These income streams, however, are highly volatile and susceptible to external influences, including broader economic downturns and shifts in consumer behavior. Such dependence creates structural vulnerabilities within football clubs, threatening both short-term operations and long-term sustainability. Miller (2019) emphasized that the absence of comprehensive financial planning and the failure to diversify revenue streams exacerbate this problem. Without adequate financial strategies, clubs are more likely to experience instability, as their financial health becomes directly tied to factors beyond their control. For example, a reduction in broadcasting contracts or declining match attendance can have immediate and severe effects on club operations. Ultimately, financial mismanagement not only disrupts organizational stability but also undermines investment in player development, infrastructure, and grassroots initiatives. To mitigate these risks, clubs must adopt more resilient financial models that emphasize diversification, long-term planning, and adaptability to changing market conditions.

### ***6.4 Infrastructure and Resource Disparities***

Infrastructure and resources are critical components in the development and sustainability of football. However, in many regions, particularly within developing countries, access to high-quality training facilities, equipment, and professional support services remains severely constrained. This lack of resources hinders the ability of clubs, schools, and local organizations to provide players with the necessary environment to cultivate their skills and compete effectively at higher levels.

According to the World Football Foundation (2021), disparities in resource distribution have created structural inequalities across football systems. Well-funded clubs and academies, often concentrated in urban centers, possess advanced facilities, modern equipment, and comprehensive support structures. In contrast, rural or economically disadvantaged areas are frequently marginalized, leaving aspiring athletes with minimal access to training and development opportunities.

This imbalance not only limits the growth of football at the grassroots level but also perpetuates systemic barriers for talented players from underprivileged backgrounds. Many promising athletes face significant challenges in reaching their potential simply because of geographic and financial constraints. Addressing this inequality requires policies that prioritize equitable resource distribution, investment in





community-based infrastructure, and targeted support programs to ensure broader inclusivity in football development.

### **6.5 Neglect of Grassroots Football**

Investment in grassroots football is often insufficient, with more focus on elite-level competitions. This imbalance hampers the overall growth of the sport and limits opportunities for broader participation.

#### **Solve problems and obstacles in football management**

##### *Strengthening Youth Development and Retention Programs*

Investing in youth academies and grassroots initiatives is essential for nurturing future talent and ensuring the sustainability of football. Adequate provision of resources, access to qualified coaching staff, and a supportive developmental environment can significantly reduce dropout rates among young players. Furthermore, emphasizing the integration of education with sports allows young athletes to maintain a balance between academic and athletic pursuits. Brown (2018) underscores the importance of combining education and training, noting that such integration enhances both personal and professional growth, while fostering resilience among youth athletes.

##### *Financial Restructuring and Sustainable Development*

Financial instability in football organizations can be mitigated through diversification of revenue streams and sustainable financial planning. Clubs should expand their commercial opportunities by investing in merchandising, digital platforms, and strategic partnerships to secure long-term growth. Moreover, the adoption of transparent financial practices, including regular audits and accountability measures, is crucial for building trust among investors and sponsors. These approaches foster financial resilience and sustainability, reducing reliance on volatile sources such as ticket sales or broadcasting rights.

##### *Improving Infrastructure and Resource Allocation*

Infrastructure and resource allocation remain vital for the holistic development of football at all levels. Special attention should be given to policies that encourage inclusivity by promoting participation from women and marginalized groups. Dedicated facilities, equal access to training opportunities, and policies supporting gender equity can enhance the sport's reach and effectiveness. Ahmed (2022) emphasizes that investment in inclusive infrastructure is a key driver for expanding football's global growth and ensuring balanced development across diverse populations.

##### *Embracing Technological Advancements*

Technology offers transformative opportunities in football management, ranging from performance analysis and tactical optimization to enhanced fan engagement and administrative efficiency. Clubs should prioritize investments in training programs that equip staff and players with the skills to effectively utilize modern tools and platforms. Furthermore, adopting data-driven strategies allows for evidence-based decision-making, ultimately improving competitive performance and organizational outcomes. As digitalization continues to shape global sports industries, embracing technological innovation will ensure football remains adaptable and future-oriented.

#### **Significance of the study**

This review has covered the most critical aspects of football management, including the historical development of the sport, the basic skills required, the different training processes, the management theories, and the problems and obstacles facing the organization. To solve the problem, it is necessary to start reforms in governance, financial restructuring, community engagement, and youth development. Adopting best practices and learning from international experiences can also be beneficial in promoting effective football management in China.



## Conceptual Framework

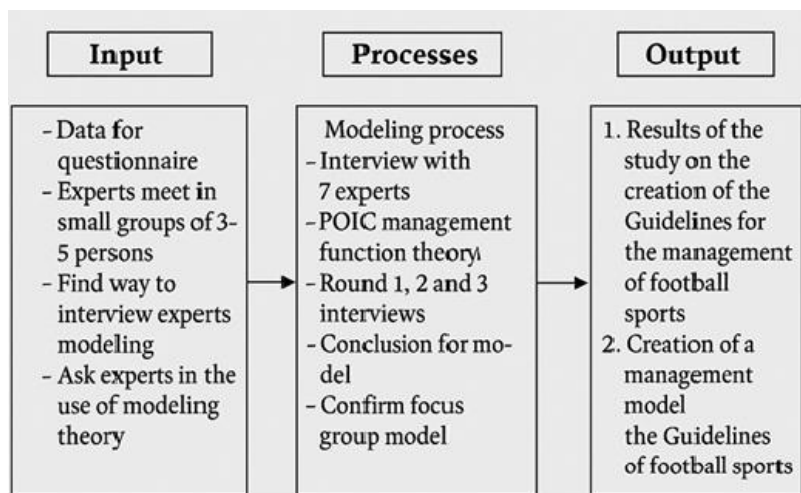


Figure 1 Conceptual Framework

## Methodology

### Step 1: Review of literature and research

Collect and organize information and data about football in the primary school. The school football promotion is conducted through an in-depth review. Books, articles, journals, theses, documents, and any other sources are considered.

### Step 2: Create a conceptual framework

1. The population used in the research came from 20 schools and primary schools in Jinan city, Shandong province, China, with 184 persons, 35 administrators, 62 football teachers, and 87 athletes. The sample was organized by opening the Krejcie & Morgan (1970) table, which resulted in a sample of 184 persons to 123 persons was divided as follows: administrators, 30 persons, football teachers, 40 persons, and athletes, 53 persons. And the sample was organized again by the specific selection method as follows: The administrators, 8 persons, the teachers, 12 persons, and the athletes, 20 persons. This research is qualitative in the form of Delphi technique, so it must use experts as a sample group as follows: experts who manage the football association of Jinan city with experience in managing the association at present or in the past not less than 4 years, school administrators in Jinan city with experience in managing at present or in the past 4 years, 2 persons. Football coaches in the groups of schools in Jinan city with experience in teaching and training football for not less than 5 years, 2 persons, players who are champions of schools in the groups of schools in Jinan city, 2 persons.

2. Distributed the questionnaire to all football teachers and primary school administrators, both through in-person distribution and online channels, to investigate the current status and identify challenges related to promoting football in schools.

3. Draft questions for expert interviews and evaluate their suitability using the Indexes of Item-Objective Congruence (IOC), with input from three experts.

4. Interview 7 experts to develop a framework for guidelines on implementing the promotion of football in schools.

### Step 3: Conduct a focus group to develop the guidelines

1. Conduct a focus group with 10 experts to develop the guidelines to operate a promotion of football in schools.

2. Develop the guidelines to operate a promotion of football in schools.

### Step 4: Connoisseurs

### Step 5: Confirm the efficiency of guidelines

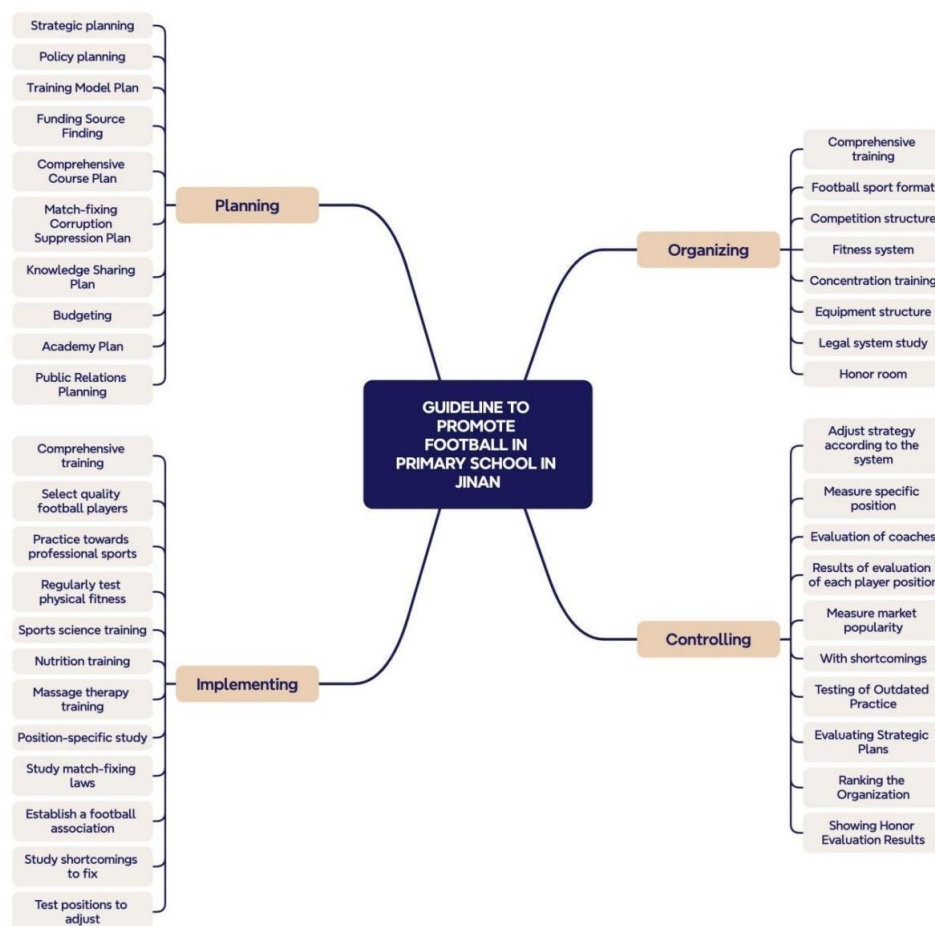
### Step 6: Concluding and writing the final report

1. Summarize the results of the research

2. Prepare a final presentation



## Results



**Figure 2** Guideline to Promote Football in Primary School

This model is a structured framework designed to promote football in primary schools in Jinan, using the POIC management approach (Planning, Organizing, Implementing, Controlling). It ensures that football development is not only about training players but also about establishing a complete system that supports growth, accountability, and sustainability. Each component of the model plays a unique role in creating a holistic football management system.

The planning stage lays the groundwork by focusing on strategic and policy planning, training models, budgeting, and funding. It also includes designing comprehensive courses, sharing knowledge, and developing academy programs. Additionally, it addresses integrity issues through match-fixing and corruption suppression plans, alongside public relations strategies to ensure community involvement and transparency. This stage provides the vision and direction for the entire program.

The organizing stage arranges the necessary structures to make the plan functional. It involves setting up the football sport format, competition systems, fitness structures, equipment provisions, and legal studies to ensure compliance. Concentration training is highlighted to build discipline, while the establishment of an “honor room” helps to motivate players and recognize achievements. By focusing on these elements, organizing ensures that both resources and responsibilities are clearly defined and accessible.

The implementing stage turns planning into action by directly engaging players, coaches, and staff. It covers comprehensive training, talent selection, fitness testing, sports science, nutrition, massage therapy, and position-specific studies. Moreover, it promotes the creation of football associations, legal awareness of match-fixing laws, and continuous evaluation of shortcomings to be fixed. Implementation ensures that



training and development are well-rounded and prepare players for both current and future challenges in football.

Finally, the controlling stage ensures the program remains dynamic and effective. This involves evaluating coaches, assessing each player's position, measuring popularity, and testing outdated practices. Strategic plans are reviewed, organizations are ranked, and honor evaluation results are showcased to maintain accountability and drive improvement. By constantly adjusting strategies and identifying weaknesses, this stage prevents stagnation and ensures continuous growth.

Overall, the model represents a comprehensive system for football development in primary schools, balancing planning, organization, implementation, and control. It integrates resource management, training practices, integrity measures, and evaluation processes to create a sustainable pathway for nurturing young football talent in Jinan.

In conclusion, the integration of these components into football management creates a robust foundation for the sport's success. By prioritizing adaptability, accountability, and market responsiveness, organizations can navigate challenges effectively, foster talent development, and strengthen their reputation within the global football community. This holistic and systematic approach ensures the continued growth and professionalization of football, paving the way for sustainable development and enduring success.

## Discussion

Planning is an aspect of management that involves the establishment of an organized management system, which should include personnel policies, athlete growth, as well as adjustments to the educational curriculum, knowledge sharing, and funding. By linking planning and football promotion in primary schools in Jinan, an environment that supports growth in this area is created, along with premeditated training and education. For instance, Slack and Parent (2020) state that within sports organizations, strategic planning should lead to the alignment of an organization's resources, goals, and external factors to promote long-term viability and success.

Organizing is another crucial factor for promoting football in primary schools in Jinan. This component involves making training conditions effective through its arrangement. It is primarily concerned with the formation of the training process, job descriptions, the allocation of funds, but also with the organization of motivational systems, such as the system of rankings, the development of a team spirit, and the creation of flexible ways of working. This stage should be linked to football promotion in primary schools in Jinan, as it will not only make the training conditions more convenient, but also encourage the athletes to do their best. The researchers have established a direct relationship between a sports organization's structure and the motivation of athletes (Nagel et al., 2015).

Implementing is the process of a specific strategy, which in our case is the system of premeditated training and education in primary schools. In Jinan, it can involve the step-by-step training of athletes, the formation of their physical and psychological readiness for the sport, the use of IT resources, and sports science in training and improvement. This process is also related to providing the athletes with the experience of real matches. Moreover, it is in this process that it is important to provide them with competitive practice. In a study by Sotiriadou and De Bosscher (2018), implementation is directly related to the stage of sports development, where practical work on the subject is carried out, and results can already be seen in the athletes' achievements.

Controlling is the process of an objective measurement, analysis, and feedback to managers about the results achieved. In the system that we are talking about, it should be expressed in SWOT analysis, explanation of roles and responsibilities of athletes, as well as in the use of modern IT tools in training and organization of work. Linking controlling and football promotion in primary schools in Jinan will help keep the system from freezing. The results will allow making a conclusion about the system's viability, with due account of responsibility. It is shown that successful sports governance includes systems of periodic evaluation and reporting (Hoye et al., 2018). Thus, by linking the management processes to the system of premeditated training and education of athletes in Jinan primary schools, we can ensure an athlete-centered approach and sustainable development.

## Conclusion



The effective management and promotion of football in Jinan primary schools requires a comprehensive framework comprising planning, organization, implementation, and control, each contributing to a holistic development strategy.

**Planning:** Strategic planning forms the foundation of this framework, focusing on developing a structured management system that includes personnel policies, athlete development programs, knowledge dissemination through training, curriculum adjustments, and resource allocation. These measures collectively aim to enhance the capabilities of athletes while providing a clear direction for football promotion in the region.

**Organizing:** The organization involves structuring processes for training, personnel, and budget management, and creating motivational systems that nurture athletes' abilities. It emphasizes teamwork, ranking systems, and adaptive strategies to ensure the continuous improvement and success of football initiatives.

**Implementing:** Implementation focuses on the practical application of management strategies. It incorporates systematic training methods, IT integration, skill and mental training for athletes, and the utilization of sports science to achieve specific goals. This stage also includes finding competitive opportunities to provide real-world experience and development for athletes.

**Controlling:** Controlling ensures accountability and progress through measurement, evaluation, and improvement. It includes SWOT analysis, role clarification for athletes, and leveraging modern IT systems to streamline training and organizational processes. This phase focuses on creating a dynamic, adaptive system that facilitates the sustainable growth of football programs.

Together, these elements—planning, organizing, implementing, and controlling—form a robust and integrated management framework. By aligning strategic objectives with practical actions and continuous evaluation, this approach promotes the development of football in Jinan primary schools. The focus on modern systems, structured processes, and athlete-centered strategies ensures that the program remains effective, sustainable, and adaptable to future challenges and opportunities.

## Recommendation

### 1. Policy Recommendation

Local educational and sports policy departments in Jinan should establish and formalize policy documents that integrate POIC (Planning, Organizing, Implementing, Controlling) management principles into the operation of primary school football development. Such policies should enshrine financial budgeting, curriculum integration, and organizational governance, positioning football as a central focus within the education and sports systems. Additionally, integrity policies, including anti-match-fixing regulations, transparency protocols, and fair-play guidelines, are essential to safeguard the sport's integrity. Establishing these policies will create a stable and enforceable framework that ensures resource allocation, accountability, and sustainability for the continuous development of primary school football.

### 2. Practice Recommendation

Recommendations for changes on the school and organizational level include: Administrators, coaches, and teachers should implement practical methods based on the POIC model. Schools can enhance training models, talent identification, and athlete development systems to ensure a comprehensive approach that considers physical and psychological factors. Initiatives such as “honor rooms” or recognition systems can be established to motivate and encourage athletes. Integration of sports science, nutrition programs, and regular fitness testing can contribute to a holistic training environment. Regular assessment of players, coaches, and strategies using structured evaluation tools can inform practice adjustments and maintain effectiveness. These practical steps will help convert strategic objectives into action within the daily life of football programs.

### 3. Further Research Recommendation

Future research should examine the long-term effects of the POIC management model in school-based football programs across various regions in China. Comparative studies between Jinan and other provinces could help identify contextual challenges and best practices to enhance scalability. Research could also explore the integration of digital technologies like data analytics, performance monitoring systems, and e-learning platforms in facilitating planning, organizing, and controlling processes. Longitudinal studies on how these management practices impact not only athletic performance but also students' academic engagement, teamwork skills, and personal development would provide valuable insights into the broader educational benefits of campus football.



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