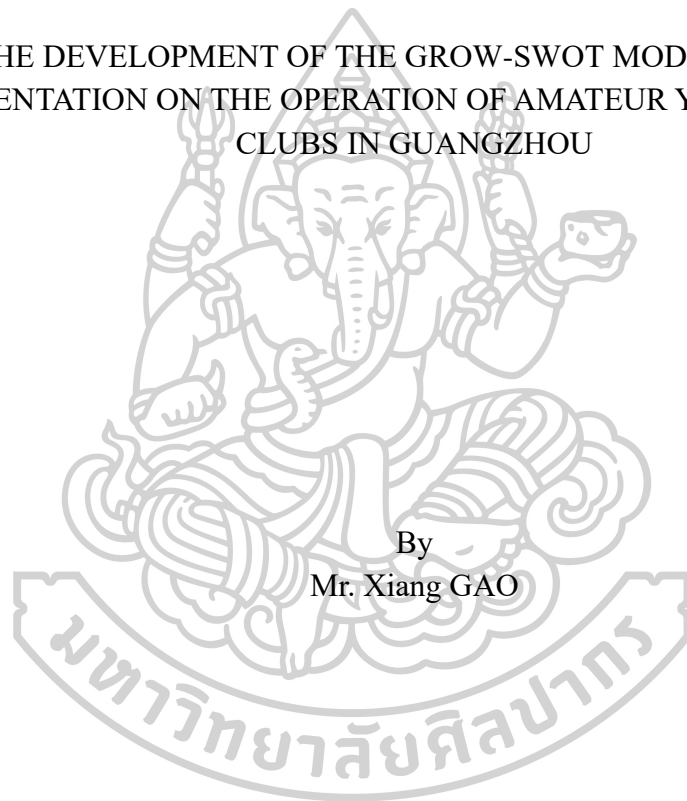




THE DEVELOPMENT OF THE GROW-SWOT MODEL AND ITS  
IMPLEMENTATION ON THE OPERATION OF AMATEUR YOUTH FOOTBALL  
CLUBS IN GUANGZHOU



By  
Mr. Xiang GAO

A Thesis Submitted in Partial Fulfillment of the Requirements  
for Doctor of Philosophy RECREATION TOURISM AND SPORT MANAGEMENT

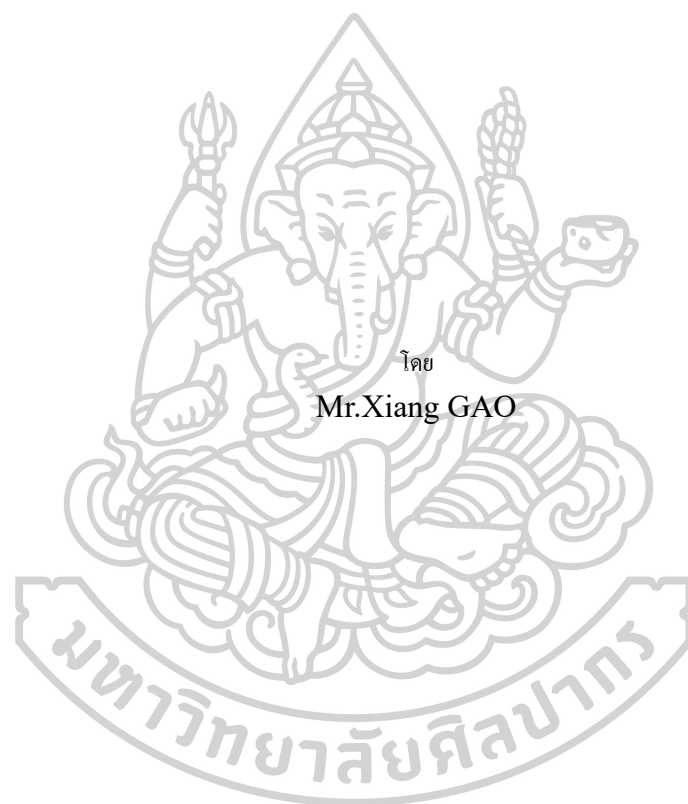
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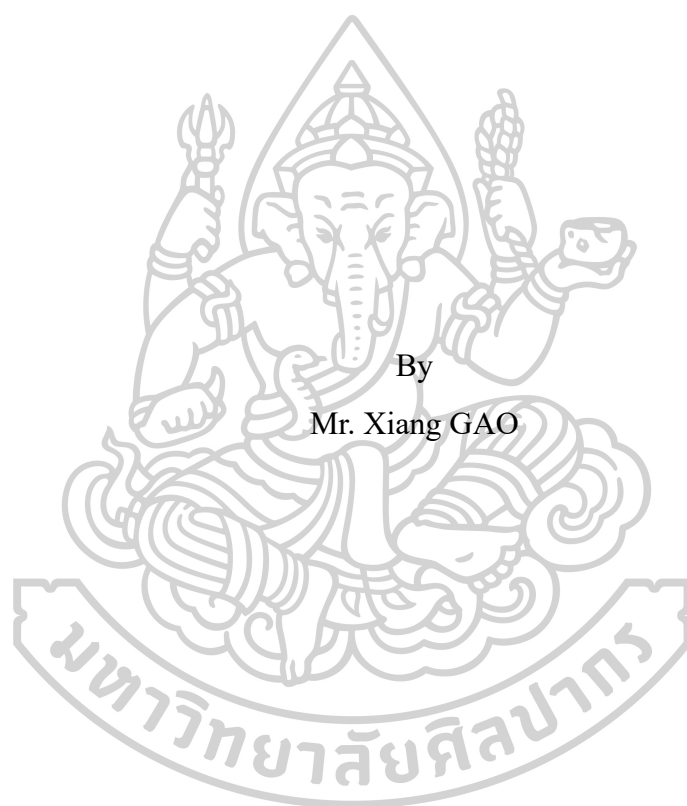


โดย  
Mr.Xiang GAO

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต  
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ภาควิชาพื้นฐานทางการศึกษา  
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By                       Mr. Xiang GAO  
Field of Study       RECREATION TOURISM AND SPORT MANAGEMENT  
Advisor               Assistant Professor Wanwisa Bungmark, Ph.D.  
Co advisor           Professor Kanit Kheovichai, Ph.D.  
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640630079 : Major RECREATION TOURISM AND SPORT MANAGEMENT

Keyword : Amateur Youth Football Club, Operations, GROW Model, 4M Management Theory, SWOT Analysis

Mr. Xiang GAO : The Development of the GROW-SWOT Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou  
Thesis advisor : Assistant Professor Wanwisa Bungmark, Ph.D.

Youth football in China, especially in Guangzhou, a city known for its economic and athletic advancements, experienced rapid growth. This highlighted the necessity for an effective management approach to improve the performance of amateur youth football clubs, given the increasing public interest in youth sports. The objectives were to study the current situation of amateur youth football clubs in Guangzhou, to develop the GROW-SWOT Model with 4M Management Theory and its implementation on the operation of amateur youth football clubs in Guangzhou, and to evaluate the feasibility of the development model on the operation of amateur youth football clubs in Guangzhou. The study employed the Research and Development (R&D) methodology. Quantitative research used a questionnaire survey to investigate 185 consumers of amateur youth football clubs in Guangzhou, conducting descriptive statistics on the data. Qualitative research included interviews with 15 managers, 10 coaches, and 5 consumers from these clubs, integrating the GROW model and 4M management theory with SWOT analysis. The study results were as follows: 1. The current development situation of amateur youth football in Guangzhou was positive, youth had a strong love for the sport and parental support, and the coaches and training facilities were of high quality. However, issues such as a lack of professional knowledge among managers and a limited income stream were noted. 2. Based on the survey results, the PLACE model was established, encompassing five critical factors: P for Parental support, L for Love of youth for football, A for Amenities and facilities, C for Coaches comprehensive level, and E for Economic environment. 3. Through evaluation by connoisseurs and interviews with relevant stakeholders, the PLACE Model demonstrated high feasibility, guiding policymakers, and promoting sustainable development in the operation of amateur youth football clubs.

## ACKNOWLEDGEMENTS

During the research and writing process of my doctoral dissertation, I received support and help from many people. I would like to express my sincere gratitude to all those who gave me guidance and encouragement.

First of all, I would like to thank my advisors, Assistant Professor Wanwisa Bungmark, Professor Kanit Kheovichai and Vichit Imarom, Chairman Professor Emeritus Sombat Karnjanakit and Committed Associate Professor Wannawee Boonkoom, who have not only helped me with my research and writing, but also helped me in my life. Secondly, I would like to thank the Recreation Tourism and Sport Management Program, Faculty of Education, Silpakorn University, and the faculty members of the school, especially Ms. Yuanyuan Chen. Your inspirations and exchanges have broadened my research horizons. I have gained valuable friendships and collaborative experiences in this multicultural environment. Your encouragement is my motivation to move forward and keep my confidence and courage in the midst of difficulties. Thank you to my wife, Mrs. Meiling An, for her encouragement and support.

Lastly, I would like to thank all the respondents who participated in my study and my friends who supported me. With your help, my research could be carried out smoothly.

Once again, I would like to thank all those who cared and supported me. May we continue to move forward on the road ahead and create a better tomorrow together.

Xiang GAO



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# Chapter 1

## Introduction

### 1.1 Background to the Study

China's adoption of a socialist market economy has driven its impressive achievements in both economic and social domains. The sports industry, as an essential component of this market economy, has adapted continuously to the waves of reform. The implementation of reforms in the field of sports has greatly elevated China's level of competitiveness, transforming it into a dominant force in world sports. This was prominently exemplified during the 2008 Beijing Olympics, as China achieved the greatest number of gold medals. Football, one of the most popular sports globally, presents substantial opportunities for growth and development within China. The widespread implementation of the 'National Fitness Plan' has accelerated the growth of the sports industry, fostering both sports consumption and public fitness. The development of youth football, in particular, has been buoyed by the country's sustained economic growth, rising national income, and increased per capita GDP. The adage the economic base determines the superstructure holds true in the context of sports, as economic progress has facilitated the expansion of sports infrastructure and participation (The State Council, 2021a). In recent years, there has been a growing societal enthusiasm for sports, especially football, which enjoys global prominence and extensive international recognition. Football clubs play a vital role in the promotion and development of youth football, serving as key organizational entities in this regard.

Guangzhou, located in the southern region of China in the Pearl River Delta, is the capital of Guangdong Province. It serves as a vital center for both domestic and international trade, making it one of China's most economically significant cities. In recent years, Guangzhou's GDP has demonstrated steady growth, consistently ranking the city among the top in the nation. Its economic influence not only surpasses that of other regions within Guangdong Province but also holds considerable importance at the national level. From 2019 to 2022, the gross domestic product (GDP) of Guangzhou City has always been one of the top 5 in the Chinese regional GDP (measured at current prices). In 2022, Guangzhou's GDP reached 2,839 billion RMB, placing it fourth after Shanghai, Beijing, and Shenzhen. In 2023, the city reported a regional GDP (preliminary estimate) of 3,035.73 billion RMB, reflecting a 4% increase compared to the previous year. The industrial sector in Guangzhou

contributed an added value of 317.78 billion RMB, with a growth rate of 3.5% (National Bureau of Statistics of China, 2024).

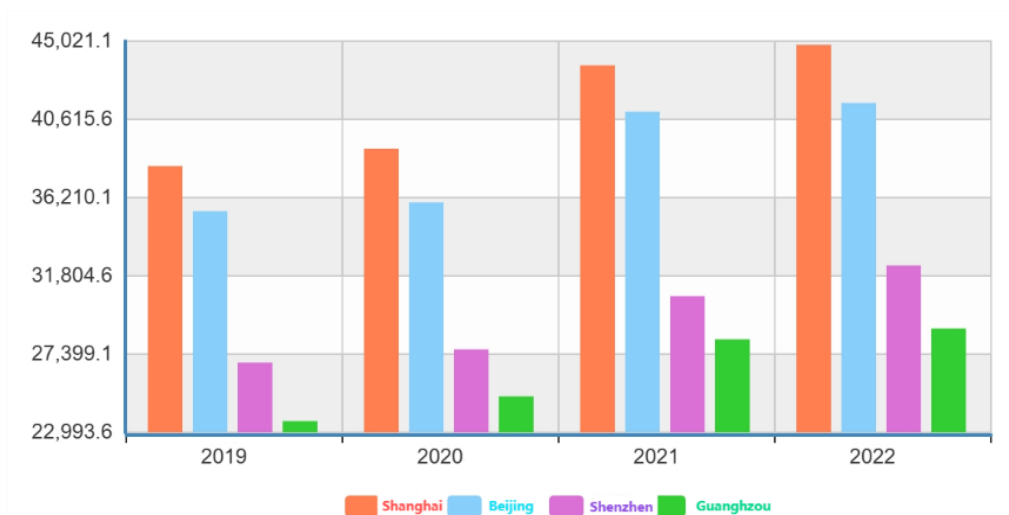


Figure 1: The Gross Regional Product of China, measured in billions of yuan at current year values, for the years 2019-2022. Source: National Bureau of Statistics of China

The highly developed economic environment of Guangzhou City ensures that its citizens enjoy a favorable income status and significant purchasing power. The household deposit balance in Guangzhou City has consistently ranked third in China from 2019 to 2022. The data exhibits a vibrant and consistent upward trend each year, culminating in a total of 26,479,987,000,000 Yuan (CNY) in 2022 (National Bureau of Statistics of China, 2024).

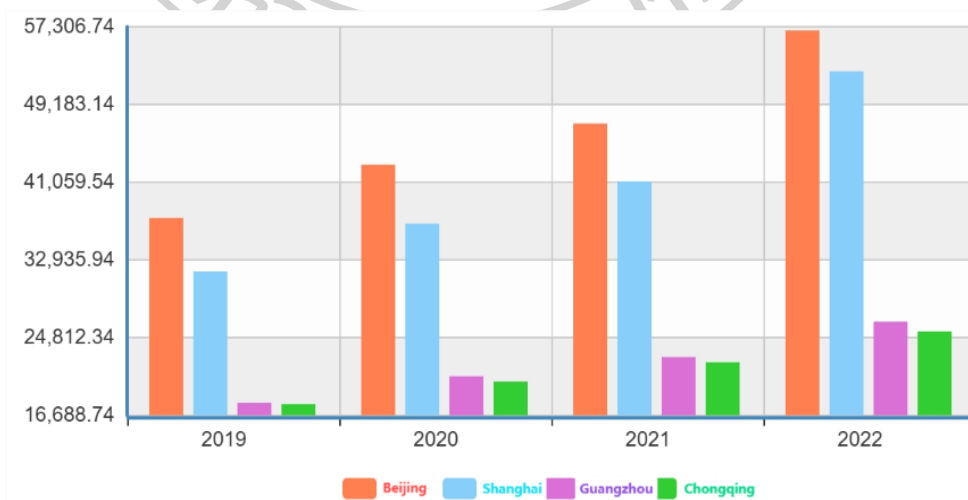


Figure 2: China's regional household deposit balances in billions of yuan from 2019 to 2022. Source: National Bureau of Statistics of China



The general public's awareness of and participation in sports are steadily increasing. The sports industry, which spans education, culture, and entertainment, is China's third-largest industry and experiences significant annual growth. Between 2019 and 2022, Guangzhou's tertiary sector saw the third-largest increase in value among all Chinese cities. In 2022, the sports industry in Guangzhou reached a scale of 214.793 billion yuan, with an added value of 51.573 billion-yuan, accounting for 1.8% of the city's regional GDP, the annual consumer price index rose by 1.0% compared with the previous year (Guangzhou Municipal Bureau of Statistics, 2023). In 2023, the tertiary sector's added value reached 2,226.224 billion yuan, representing a 5.3% growth. The education, culture, and entertainment sectors contributed an additional 10.42 billion yuan, a 4.2% increase compared to the previous year. Large service firms generated an operating income of 1,899.425 billion yuan, marking a 10.3% year-over-year increase, while profits reached 172.968 billion yuan, reflecting a 30.7% growth. Notably, the cultural, sports, and entertainment industries experienced a significant growth rate of 32.9% (National Bureau of Statistics of China, 2024).

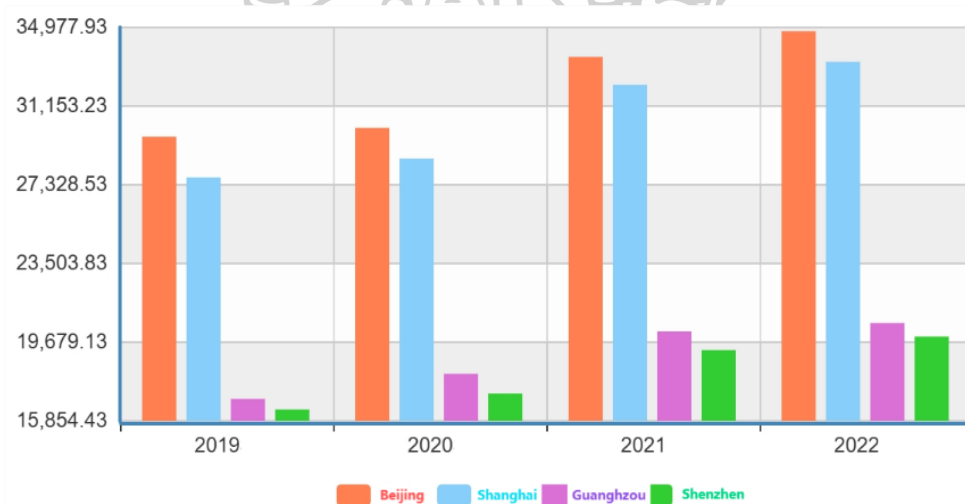


Figure 3: Growth value of China's tertiary industry (billion yuan), 2019-2022.  
Data source: National Bureau of Statistics of China

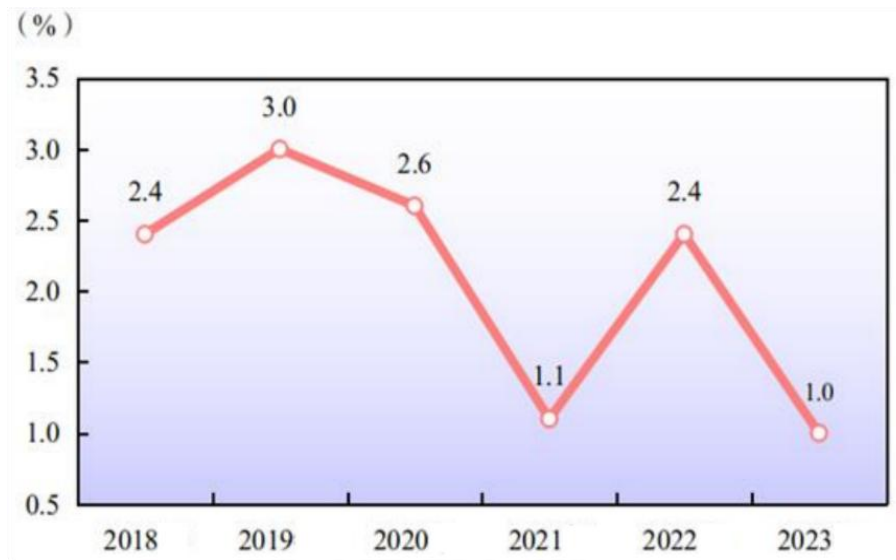


Figure 4: Consumer price index increase in Guangzhou, 2018-2023. Data source: Guangzhou Municipal Bureau of Statistics

Given these developments, Guangzhou boasts favorable economic conditions, with high salary levels and strong purchasing power among its residents. This solid economic foundation lays the groundwork for the development of the sports industry in Guangzhou, highlighting its enormous growth potential.

On February 27, 2015, the State Council issued the General Plan for Chinese Football Reform and Development (referred to as the Plan), marking a renewed effort to reform the football industry. Recent government measures to regulate and allocate resources for school football have resulted in increased popularity and promotion of the sport. However, limitations in facilities, coaching staff, financial resources, and other factors continue to hinder college football from effectively enhancing the competitive skills of emerging talent. As a result, the overall development of youth football has reached a point of stagnation. The introduction of the plan elevated youth school football to a national strategy, offering a framework for decision-making, policy formulation, and institutional establishment for the reform and advancement of youth football. This marked a new phase in the development of youth football in China and propelled its progress to a new historical milestone (The State Council, 2015).

In July 2015, a report by The Ministry of Education and other six departments on accelerating the development of youth school football implementation opinions recommended that localities should enhance their planning, policy, standards guidance, and multi-channel mobilization of social forces to foster school football enthusiasm (Ministry of Education, 2015). In May 2016, the State Council released Opinions on Strengthening School Sports to Promote the All-round Development of Students' Physical and Mental Health, which called for the integration of resources

from all parties to support school sports (The State Council, 2016).

In October 2021, the General Administration of Sport of China issued a notice titled 'Notice on Improving the Service Supervision of Extracurricular Sports Training Industry by the General Administration of Sport Office,' jointly selecting eligible youth sports clubs with the education administrative departments to provide extracurricular sports training services for primary and secondary schools (General Administration of Sport, 2021).

Guangzhou, a first-tier city in China, has a developed economy, and in recent years, the sports industry has been developing rapidly. In the field of football, in 2020, the Guangzhou Municipal Sports Bureau released the 'Guangzhou Football Medium and Long-Term Development Plan (2019-2050),' emphasizing the establishment of a multi-level talent training system, the cultivation of a prosperous social football, the promotion of the prosperous development of football culture, and the cultivation of a new pattern of comprehensive open cooperation. In terms of youth football development, the plan clearly proposes to establish six levels of youth football training camps (100 people in each age group) for ages 7 to 12, to form nine male youth teams from U7 to U14, U17, and nine female youth teams. The General Office of the State Sports Administration selected Guangzhou as one of the first batch of key cities for football development during the 14th Five-Year Plan period in 2022. In 2023, Guangzhou successfully completed the construction of 35 football fields throughout the year, resulting in a total of 149 community football fields of various sizes. Guangzhou also issued and implemented the 'Guangzhou Implementation Plan for Deepening the Integration of Sports and Education to Promote the Healthy Development of Youth,' which established youth tournaments as the highest-level annual city tournament, encompassing traditional sports, youth sports club competitions, and other competition systems. The year saw the completion of 65 city-level competitions, involving 28,000 youth participants (Guangzhou Sport Bureau, 2020).

Table 1: Partial policies and regulations issued by various departments in Guangzhou since 2014 regarding the development of sports and football

No	Title of document or policy	Issue Agency	Issue Time
1	Notice of the General Office of Guangzhou Municipal People's Government on Issuing the Guangzhou Football Pilot City Work Plan (2014-2016)	Guangzhou Municipal People's Government	2014.11
2	Notice of the General Office of Guangzhou Municipal People's Government on Issuing the Guangzhou Primary and Secondary School Campus Football Plan (2014-2016)	Guangzhou Municipal People's Government	2014.11
3	Implementation Opinions of Guangzhou Municipal People's Government on Accelerating the Development of the Sports Industry and Promoting Sports Consumption	Guangzhou Municipal People's Government	2016.12
4	Guangzhou Sports Development 14th Five-Year Plan	Guangzhou Municipal Bureau of Sports	2022.10
5	Guangzhou Football Mid-to-Long-Term Development Plan (2019-2050)	Guangzhou Municipal Bureau of Sports	2020.01
6	Notice of the Guangzhou Municipal Bureau of Sports and Guangzhou Municipal Bureau of Education on Issuing the Implementation Plan for Deepening the Integration of Sports and Education to Promote Youth Health Development	Guangzhou Municipal Bureau of Sports, Guangzhou Municipal Bureau of Education	2020.07
7	Notice of the Guangzhou Municipal Bureau of Sports on Issuing the Guangzhou Sports Industry Innovation Development Action Plan	Guangzhou Municipal Bureau of Sports	2018.03
8	Notice of the Guangzhou Municipal People's Government on Issuing the Guangzhou National Fitness Implementation Plan (2021-2025)	Guangzhou Municipal People's Government	2022.04

Guangzhou has maintained two leading professional league football teams continuously for 11 years, spanning from 2011 until 2022. Guangzhou Evergrande Football Club has achieved remarkable success in the Chinese Football Super League. Through the acquisition of top-tier players, they have secured eight consecutive league championships, six domestic cup championships, and two AFC Champions League titles. This has greatly stimulated the football market and atmosphere in Guangzhou. The positive government policies and successful growth of professional football teams have also fostered the advancement of youth amateur football.

Nevertheless, during this process, several issues have also been brought to light. Large-scale amateur youth football clubs have significant running expenditures, mostly driven by the expenses associated with the size, utilization, and maintenance of their facilities. Simultaneously, clubs possess a relatively singular revenue stream, lacking consistent sources of financial support, resulting in an asymmetry between income and expenditures. The majority of club leaders and managers are mostly football enthusiasts or former sportsmen, who lack professional management theories or procedures to effectively steer club operations. In 2021, the Chinese Ministry of Education released the Opinions on Further Reducing the Homework Burden and Extracurricular Training Burden of Students in Compulsory Education Stage, which grants Chinese students more free time to engage in sporting activities (The State Council, 2021b). In the same year, the Chinese State Sports General Administration released the Regulations on Extracurricular Sports Training Behavior (General Administration of Sport of China, 2021) and the Opinions on Promoting and Regulating the Development of Social Sports Clubs (General Administration of Sport of China, 2021). These documents outlined specific rules and guidelines for extracurricular training institutions, covering areas such as approval processes, operational management, facility and course standards, personnel qualifications, and safety measures.

The policies present both opportunities and challenges for amateur youth football clubs in Guangzhou. Establishing a new management model can assist these clubs in enhancing their operational efficiency, nurturing outstanding sports talents, and improving the quality of sports activities for youths during leisure time.

Organizational efficiency and management level can significantly improve by applying the concepts and methods of sports management to optimize club operations. By deeply understanding the principles, methods, and tools of sports management and applying them to club operations, it is possible to innovate and optimize the club's operational model and training programs, thereby enhancing the club's professional level. Particularly by combining the characteristics and needs of youth leisure time, clubs can become more attractive and competitive, encouraging more youth to actively participate in football in their spare time. Electronic devices and extracurricular tutoring currently consume the majority of youth's leisure time, putting them under intense academic pressure and depriving them of physical activities. Incorporating sports into youth's leisure lives and offering them positive, healthy, and beneficial leisure options not only enhances their physical health but also brings about spiritual satisfaction. level. Relevant policy documents issued by the Chinese Ministry of Education and the Ministry of Sports provide guidance for club operations and youth leisure. By effectively implementing and executing these policy documents, along with developing specific operational strategies and plans based on actual circumstances, clubs can promote policy implementation, achieve sustainable

development, meet the needs of youth, promote the development of youth sports, and enhance their athletic qualities and skill levels.

## **1.2 Purposes of the Study**

1.2.1 To study the current situation of amateur youth football clubs in Guangzhou,

1.2.2 To development of the GROW-SWOT Model with 4M Management Theory and its implementation on the operation of amateur youth football clubs in Guangzhou,

1.2.3 To evaluate the feasibility of the development Model on the operation of amateur youth football clubs in Guangzhou.

## **1.3 Research Questions**

1.3.1 What is the current status of amateur youth football clubs' development in Guangzhou?

1.3.2 How can the GROW-SWOT model be developed and implemented to promote the efficient and healthy development of amateur youth football clubs in Guangzhou?

1.3.3 Is the GROW-SWOT Model a valid operational model for amateur youth football clubs in Guangzhou?

## **1.4 Scope of the Study**

### **1.4.1 Content of the Study**

This study investigates the impact of the GROW-SWOT Model on the operations of three large-scale amateur youth football clubs in Guangzhou, all of which have 11-a-side football pitches.

### **1.4.2 Study Population and Sample**

#### **Research Population**

The population of this study includes three largest privately owned amateur youth football clubs in Guangzhou have employee 18 managers, 90 coaches, and serve 489 consumers, totaling 597 individuals.

#### **Research Sample**

Researchers selected a proportional sample size is 215 individuals. 185 consumers were questionnaire survey and 30 individuals were interviewed, consisting of 15 managers, 10 coaches, and 5 consumers.

The practical investigation primarily focuses on the management personnel, coaches, consumers, software and hardware equipment, operational models, and other aspects of sports clubs. The investigation and analysis cover the profitability of various clubs, operational facilities, equipment, and scale, aiming to understand the current operational status and various information about the clubs.

## **1.5 Definition of Terms**

### **1.5.1 Definition of Basic Concepts**

#### **Amateur youth football clubs**

The amateur youth football club studied in this research refers to a football leisure activity site and facility that operates in accordance with market-oriented principles, targeting youth as the main group, aiming to cultivate comprehensive growth, and prioritizing profitability. It provides leisure services to consumers in their spare time, operates independently, is responsible for its own profits and losses, and has independent legal personality as an economic entity. The club first provides systematic training to young football enthusiasts through football courses and training, while also serving as a place for physical exercise and social interaction. In addition, the club establishes a selection mechanism to identify and develop players with potential, providing them with higher-level matches and training opportunities to help them further their development. The active participation of parents and the community is also an important component of this model. By organizing parent-child activities and parent training, the club strengthens the connection between families, schools, and communities, collectively focusing on the growth of youth. At the same time, the club seeks cooperation, strengthens publicity, and ensures the club's sustainable development. In summary, the amateur youth football club serves not only as a training ground for football skills, but also as a platform that fosters leadership, social responsibility, and team spirit, thereby creating a favorable environment that fosters the improvement and growth of the younger generation's comprehensive qualities.

#### **Operation**

In this study, operation refers to the organizational structure and operational methods adopted by amateur youth football clubs to achieve their goals. This encompasses aspects such as club management architecture, strategic planning, marketing strategies, and human resources management. The model not only includes competitive factors such as football training courses and athlete selection, but it also emphasizes the active involvement of parents and the community. These factors collectively form an integral part of the club operational, as clubs encourage parental involvement, cooperate with the community, and jointly focus on the players' growth and societal impact.

Economic factors are also critical to ensure the club's long-term operation. Clubs need to raise funds through cooperation with sponsors, enhanced promotion, and other means to support their daily operations and development needs. The operational model's design directly affects the club's profitability, brand influence, and various operational indicators, making it critical for the club's success and long-term development.

## **1.6. Benefits of the study**

1.6.1 The timely understanding of the basic status and future development trends of the operating mode of amateur youth clubs in Guangzhou provides a theoretical basis for improving the operating mode of amateur youth football clubs in Guangzhou and offers reference and inspiration for the operating modes of other amateur sports clubs in Guangzhou, thereby promoting the development of the leisure sports industry in Guangzhou.

1.6.2 The integration of a new model with amateur youth football clubs in Guangzhou is crucial for applying and advancing the GROW-SWOT model in amateur sports club management.

1.6.3 The construction of a new model holds practical significance for the internal structure of the operating mode, providing substantial guidance for the development of amateur youth football clubs in Guangzhou. This model ensures an improvement in the level of development, thereby promoting the sustainable development of amateur youth football clubs in Guangzhou.





## Chapter 2

### Literature Review

This study used the GROW Model, 4M Management theory, SWOT Analysis, and relevant research theories from China and international sources to systematically analyze and summarize the operational model of amateur youth football clubs in Guangzhou. The study primarily covers the following aspects:

1. Theories of the GROW Model
2. Theories of management
3. Theories of SWOT Analysis
4. Theories of model
5. Amateur youth football club
6. Previous research

#### 2.1 Theories of the GROW Model

The GROW Model is a widely used coaching and mentoring technique for goal-setting and problem-solving. Initially applied in sports coaching and business management, the model's simple yet effective structure has facilitated its broad acceptance and application.

##### 2.1.1 Concept of GROW Model

John Whitmore, along with Graham Alexander and others, collaboratively developed the GROW Model in the 1980s. Whitmore elaborated on the GROW Model, and its purpose is to assist trainees in development. The model achieves this by enhancing trainees' willingness and behavior, facilitating behavioral changes, instilling self-improvement awareness, promoting proactive learning, and ultimately aiding in the achievement of personal and organizational goals (Whitmore, 2009).

Graham Alexander believes that coaches should assist coaches in a self-discovery process to understand their goals and current situation, thereby finding the most suitable solutions. This perspective underscores the importance of the Goal and Reality steps in the GROW Model. He emphasizes the coach's guiding role, self-discovery process, setting clear goals, objective reality assessment, exploring a wide range of options, and specific action planning (Whitmore, 2009).

Alan Fine's definition and view of the GROW Model emphasize the importance of psychological factors and self-discovery. His theory of removing distractions provides a new perspective and application method for the GROW Model, making it effective not only in setting and achieving goals but also in helping individuals overcome internal obstacles and unleash potential. Without all four elements,

breakthrough performance is unattainable. The GROW Model comes into play when one or more of these elements are absent. By following the steps to define their goal, reality, options, and way forward, organizations can regain their focus, faith, and fire or enhance their knowledge (Fine & Merrill, 2010).

In conclusion, the GROW Model is a systematic coaching and counseling approach aimed at guiding the coaches through a process of self-discovery to set clear individual or organizational goals, assess the current reality, and explore multiple solutions, thereby formulating specific action plans. This model emphasizes the importance of goal setting, and the enhancement of self-awareness and behavioral change in the goal achievement process. Its basic theoretical covers the influences of psychological factors and cognitive aspects, particularly emphasizing the role of eliminating internal obstacles and unleashing potential. Individuals or organizations can effectively optimize the relationship between intention, behavior, and outcomes under the guidance of a coach through the GROW Model, achieving effective alignment and completion of personal and organizational goals.

### **2.1.2 Composition of the GROW Model**

The GROW Model is structured around four key components: Goal, Reality, Option, and Will.

**Goal:** Clearly define the goals the person receiving coaching wants to achieve. During the goal phase, assist organizations and managers in jointly defining specific, tangible objectives. These goals can be personal, professional, or team-based. Goals should be measurable to track progress and achievements. Having specific goals inspires motivation, focuses attention, and helps the person receiving coaching understand the specific results they want to achieve.

**Reality:** Evaluate the current situation and challenges. During the reality phase, it is important to assist organizations and managers in reviewing and assessing the current situation. This includes the organization's strengths, weaknesses, resources, and constraints. By using surveys and interviews, organizations and managers can objectively understand their current situation, identify aspects that can support goal achievement, and identify areas needing improvement.

**Options:** Explore various possible action plans. In the options phase, help organizations and managers discuss potential action plans. This involves generating multiple choices and solutions, assisting businesses and managers in considering how to achieve goals. The organization and managers themselves should make the final decision, but they should provide professional advice and guidance by investigating and analyzing the current situation.

**Will:** Develop specific action plans and commitments. During the action phase, organizations and managers create specific action plans, clarifying the steps and timeline to be taken. Short-term and long-term goals are usually set, with practical plans developed to achieve these goals. Additionally, organizations and managers

should focus on monitoring and feedback to make adjustments and improvements during the implementation of action plans.

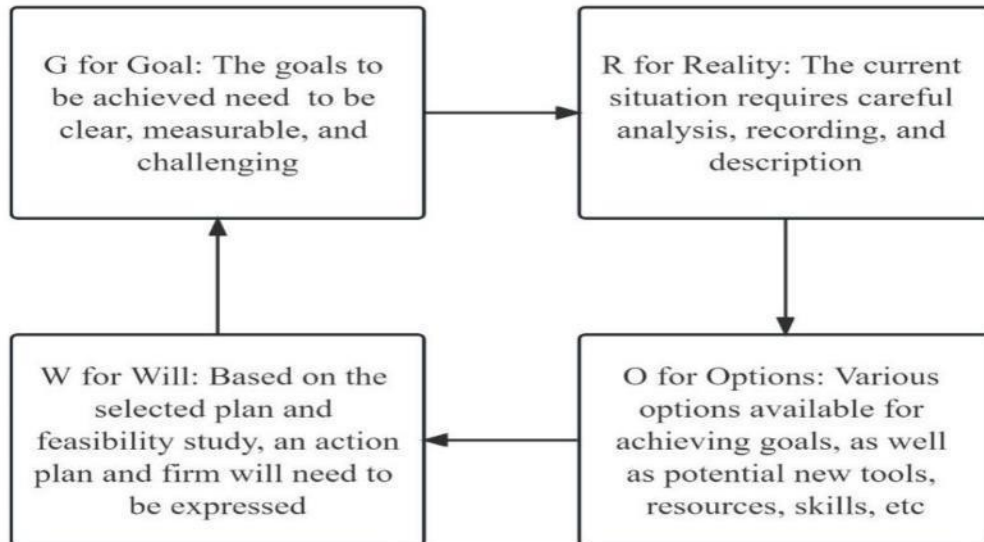


Figure 5 GROW Model (Author's own drawing)

### 2.1.3 Development of GROW Model

The GROW Model originated from coaching technique and is the basic model of coaching technique. Graham Alexander developed the GROW Model, and John Whitmore popularized it in his 1992 book *Coaching for Performance*. From the literal meaning of the word GROW, its purpose is to assist trainees in their growth and development. It serves as a helpful relationship and process, assisting them in achieving their personal and organizational goals. This is achieved by improving their willingness and behaviors, facilitating behavioral changes, and fostering a sense of self-improvement and self-initiative in learning. The GROW Model made its debut in corporate training in the 1980s and has since gained widespread application in corporate management, psychological counseling, career planning, and quality skill enhancement (Whitmore, 2009).

When it comes to coaching, the first thing that springs to mind is coaching in football or tennis, and the GROW Model is derived from these sports. The GROW Model, influenced by Timothy Gallwey's 1974 book *The Inner Game of Tennis*, relies heavily on clever questions and following a clear structure to achieve goals. The example of not focusing on the ball illustrates the similarities between Gallwey's Inner Game and Grow's coaching model. Tennis practice might provide instructions such as these. Concentrate and try to correct the training subject's mistakes. However, the issue with these types of instructions is that while the trainee may be able to follow them briefly, they may not remain ingrained in their memory for an extended period. Therefore, one day, instead of giving the instructions, Gallwey asked the

player to say bounce (bouncing) out loud when the ball bounced and hit (bucking) out loud when the ball hit the ground.

Due to the shift in coaching style, the players no longer felt the need to constantly watch the ball during training, but instead experienced a simple and enjoyable game. As a result, they made significant progress in a relaxed manner. Upon observing the enhancement in the trainee's performance, Gallwey transitioned from direct instruction to a question-based approach, guiding the trainee to identify what was effective and what required modification. This approach bears similarities to the GROW Model. For example, the first step in the learning process is to set a goal that the trainee wants to achieve. If a player wants to improve their serve, Gallwey asks how many first serves out of 10 will be the goal. The reality is that the player must serve 10 times and see how many of those serves are first serves. Gallwey then asks awareness-raising questions like, what do you notice you're doing differently when the ball goes in or out? This question allows players to discover for themselves what is happening in their minds and bodies when they serve. Then identify their obstacles and options. They gain self-awareness about the necessary modifications to achieve their objectives, thereby establishing a distinct route ahead. The founders of both the Inner Game Approach and the GROW Model agree that many people struggle to achieve their goals because they don't learn from experience and don't realize the existing knowledge that can help them (Timothy, 1974).

In the 1990s, China introduced the GROW Model, which shares a similar development trajectory with foreign countries. Its primary application lies in enterprise management and training, with tens of thousands of Chinese enterprises utilizing this model for training, yielding impressive outcomes thus far. There are two primary approaches to the development of the GROW Model in China: the first involves a systematic approach. Large multinational corporations with advanced coaching technology, like 3M, export their advanced coaching technology and methods to expand their overseas markets. This coaching model is associated with employee training, performance management, and significant corporate decision-making. The other way of development is that international coaching technology training companies carry out GROW Model training business or promotional activities in their domestic branches, such as Gubiks of the United Kingdom, Coachinc of the United States, Coachinc of Canada, and Gubiks of Canada. Another method of development involves international coaching training companies implementing the GROW Model in their domestic branches, such as Gubiks in the United Kingdom, Coachinc in the United States, and Erickson in Canada. The primary training methods involve conducting training for enterprise staff and providing coaching to enterprises like Baidu, PingAn Bank, Li Pang, IKEA, and China Resources, among others.

In conclusion, there is relatively limited application of the GROW Model in the sports field, despite its widespread use globally, particularly in corporate employee training. Domestically, higher education and university student training are the primary uses of the GROW Model, with little to no application in the sports field.

## **2.2 Theories of management**

Management theory and sports management theory cover a wide range of fields, including leadership management, marketing strategies, financial management, organizational governance, sustainability, crisis management, and diversity and inclusive management. Effective management and principles are crucial to the success of sports industry organizations.

### **2.2.1 4M Management Theory**

#### **The concept of 4M management theory**

The 4M management theory (Man, Money, Material, Management) is based on economic theory and production management theory. Man refers to the operators of the organization, Money refers to the costs of the organization, Materials refer to the equipment, various tools, buildings, and places in the entire production process, Management refers to business management, such as marketing processes, production processes, and service processes (Bangmo, 2019).

#### **Composition of 4M Management Theory**

Four elements of management are often important: Man, Management, Material, and Money, known as the 4Ms, because they are important and affect production quality. Each group of factors is described in detail below:

#### **Management**

Management is collective effort of a group of individuals within an organization to achieve common goals. It encompasses planning, organizing, selecting personnel, leading or guiding, and controlling the organization or its work. Human resource management entails the use of positions as well as allocation of human, financial, technical, and natural resources, all of which contribute to the organization's progress.

#### **Man**

Human resources are one of the most valuable assets for an enterprise. In order to fully unleash the potential of this asset, companies need to make efforts in several key areas: continuously train employees to enhance their skills and knowledge, create a safe, healthy, and motivating work environment, promote cooperation and communication among employees to improve team cohesion and work efficiency. People are the most valuable resource in every organization, and through effective human resource management, organizations can maximize their potential. Therefore, human resource management is one of the most crucial functions in an organization, with its core focus on achieving mutual growth and success for employees and the organization through meticulous personnel management.

### Money

Effective financial management of a company's financial resources is the foundation for the enterprise's survival and development. Key aspects include raising funds for the operation and development of the enterprise through various means, establishing and executing budgets, reasonably controlling expenses, and implementing cost control strategies to optimize production and operating costs, ultimately enhancing the company's profitability. Financial analysis involves the evaluation of the enterprise's financial situation and operating performance using financial statements and indicator analysis.

### Material

Materials refer to all raw materials and semi-finished products used in the production process. Material directly impacts the quality and efficiency of production. Key aspects include selecting appropriate suppliers, ensuring material quality and cost-effectiveness, maintaining reasonable inventory levels to avoid excessive stockpiling and material shortages, ensuring materials meet production and quality standards, and preventing quality issues during the production process.

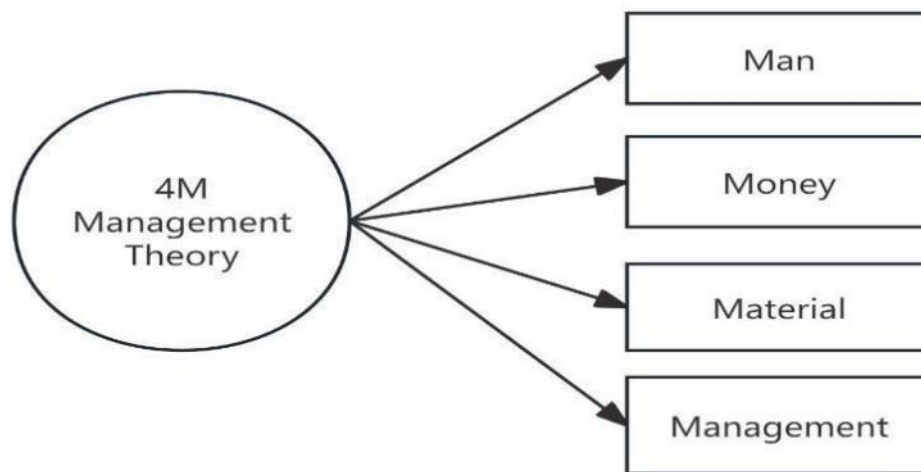


Figure 6: 4M Management Theory (Author's own drawing)

### Development of 4M Management Theory

People are the most important resource, regardless of how modern and expensive an organization's machines and equipment are. A lack of skilled workers will render those machines and equipment useless. Despite the machines' ability to perform certain tasks, their efficiency remains low. Therefore, managing personnel or human resources in an organization is considered a very important task that will lead to better management and productivity. Among the various responsibilities entrusted to managers, the most crucial one is staffing, as the establishment of an organization

necessitates filling the structure of each department with individuals. The individual's abilities and preparedness determine who will fulfill specific responsibilities within the organization to achieve the most effective performance results, and management has an obligation to select personnel with good qualities. This is necessary for the organization to function effectively and efficiently, as well as to achieve the goals set for various purposes. As a result, it is worthwhile to research individuals' discovery and development processes. The personnel management process includes identifying and nurturing individuals with higher capabilities who will become executives in various positions (Akawat, 2004).

Materials and equipment, including buildings and sites, are another important factor in making management successful and fully effective. This constitutes authentic management and yields the most significant benefits. It should follow the following principles.

Use materials appropriately.

Use it to obtain valuable results.

Use it economically in terms of labor, money, and time.

Each time you use the equipment, test it to make sure it functions properly, is convenient, and is appropriate for the current situation.

Be careful not to interrupt the use of equipment when purchasing materials. You should do the following:

4.1 Before each purchase of materials and equipment, you should reserve or calculate the quantity you already have, whether it is in a usable state or needs repair, and how much you need to add.

4.2 Purchasing equipment from a reputable store is trustworthy because you can get reliable, quality items when repairing.

4.3 You should purchase high-quality equipment because it typically lasts longer, is safer, and occasionally performs better than higher-quality equipment. Purchasing expensive equipment does not guarantee its quality.

4.4 To avoid a one-time large amount of money being a burden, arrange the purchase plan in a scattered manner, if possible.

4.5 Try to use a purchasing method that allows you to reduce the price.

4.6 Purchases for this model of materials and equipment should adhere to the specified usage regulations.

4.7 Purchases should be made at local stores that can provide the same price and quality because it is easier and more convenient to contact local stores.

4.8 Get the materials ready for purchase as soon as possible.

Management has different meanings in people's minds. Understanding the meaning of management will be beneficial for applying knowledge to management and organizations. Many scholars have defined management's meaning as follows: defined it as management is the application of administrative, social, and technical

processes in operating organizations and bringing about change to achieve success or goals with resources (Haimann & Scott, 1970).

Management is the process of collecting and coordinating administrative resources to carry out work in order to achieve the established goals of the organization. The concept of organization fundamentally posits that numerous tasks within an organization are beyond the capabilities of a single individual, thereby necessitating organization. The organization divides its mission into practices based on individual knowledge and abilities, and efficiently integrates its work by segmenting it into multiple parts. The reasons are as follows.

The workload is too large for one person to complete.

1. A division of labor is necessary in order to share the workload among multiple people.

2. Because the specific nature of the work is beneficial, it is necessary to assign it to individuals with special skills.

3. Organizational principles typically include the following important principles:

1. Purpose

2. The division of labor is based on specific characteristics and the scope of command.

3. There is centralized command and control, with one person responsible for management and coordination.

4. Authority

5. Responsibility (Longenecker, 1985).

Conducted a thorough investigation through literature research in his 2023 article Management Model of the National Sports University's Excellence Sports Center, based on the McKinsey 7S model and 4M management principles, to understand the existing sports management models and their theoretical foundations. Researchers conducted in-depth interviews with relevant personnel such as sports center managers, coaches, athletes, and other stakeholders to gather primary data and practical operational experiences. Researchers designed and distributed surveys to quantify the various management indicators proposed in the research, evaluating their feasibility and effectiveness in practical operations. Researchers employed statistical analysis methods to process and analyze the collected data, validating research hypotheses and drawing conclusions. The study results indicate that the management model of the National Sports University's Excellence Sports Center needs to consider the following aspects comprehensively.

The personnel structure includes a rational allocation of management personnel and coaches, a clear division of responsibilities, and enhanced work efficiency.

Resource Allocation: Effective management and utilization of resources, such as funds, equipment, and facilities, to ensure smooth training and competitions.



**Training and Development:** Providing continuous training and development opportunities for coaches and athletes to enhance their professional skills and competitiveness.

Establishing a scientific evaluation system to regularly assess the effectiveness of various management measures and make adjustments and improvements based on feedback.

The study examined the management model's feasibility and potential issues in practical applications. Firstly, the study revealed that while the existing management model is theoretically feasible, its practical operations necessitate flexible adjustments based on specific circumstances. Secondly, resource allocation issues, particularly shortages in funds and equipment, are key factors influencing the effectiveness of the management model implementation. Furthermore, practical operations validated the importance of training and development, demonstrating that continuous training significantly enhances the team's level and competitiveness. Finally, the study proposed some improvement suggestions, including enhancing cooperation with external institutions, seeking more resource support, and optimizing internal management processes to elevate the overall management level and operational efficiency of the Excellence Sports Center. This study proposed and validated a management model suitable for the National Sports University's Excellence Sports Center using theoretical analysis and empirical research. The results indicate that a rational personnel structure, effective resource allocation, continuous training, and a scientific evaluation system are crucial for achieving efficient management at the Excellence Sports Center. This study provides valuable references and guidance for future research and practices in sports management (Chamnanjan & Koeipakvaen, 2023).

The study *Cultural Management Through the Participation of Huaiyang Community* employed a mixed methods approach, combining literature review and empirical investigation, with a focus on the Taohao Ling Fuxi Cultural Area, Chen Chu Ancient City Area, and Longhu Lake Ecological Wetland Area as the research subjects. The study used the 4M resource management theory to look at how background and cultural factors affect the management of the Huaiyang community. This was done by interviewing locals and tourists to find out how cultural management is going in Huaiyang right now using the 4M (Man, Material, Money, and Management) analysis. The study proposed recommendations for the Huaiyang community's cultural management regulations, which encompassed aspects such as participant participation, cultural resource protection and development, regulatory enforcement, and economic benefits. Researchers used quantitative research methods to examine the attitudes of both the community and tourists regarding the management of the Huaiyang community. The study population included indigenous people and tourists, each group having specific criteria, emphasizing their familiarity

with Huaiyang culture and perceptual experiences. Researchers provided definitions for terms like community culture, community participation, community cultural management factors, and participation attitudes. The expected outcomes include enhancing regional cultural protection and proposing urban cultural management models (RUAN & Phatlakfa, 2023).

The article *Research on the Management of Sports Amenities in the Administrative Agencies of Pafu* discusses the current management status of sports amenities in Pafu's administrative agencies and their service effects on users. Researchers employed a combination of quantitative and qualitative research methods. The study is based on two main management theories: the 4M's (Manpower, Material, Machinery, and Money) and POSDCoRB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Through in-depth interviews with four managers (qualitative research) and a questionnaire survey of 400 users (quantitative research), the study found that the sports amenities' resource management and management processes are relatively sound. The sports center employs a total of 36 people, with management funds provided by provincial administrative organizations and local governments. The management has developed detailed plans and policies, assigned work responsibilities, and allocated tasks based on the employees' abilities. Users are highly satisfied with the Amenities services, particularly in terms of Amenities maintenance and equipment provision. The study suggests the formulation of a systematic action plan, improvement of the safety management system, regular inspection and maintenance of equipment, and strengthening of public relations and event. The conclusion indicates that the management of sports amenities in Pafu's administrative agencies exhibits a high level of performance in terms of resources and management processes. Despite the high user satisfaction, further improvements in systematic management and facility maintenance could enhance the overall service quality of the amenities. The research results provide valuable references for the management of sports amenities in other regions, emphasizing the importance of resource management and systematic management in the operation of sports amenities (Chanalithichai et al., 2012).

### **2.2.2 Application of other management theories**

Should we try out for the major leagues? A call for research in sport operations management. This study highlights the underdevelopment of operations management (OM) research in the sport industry, emphasizing the lack of cumulative learning and weak links between sport and OM research. To further develop this topic, this paper calls for more theory-based research and rigorous empirical testing. It also suggests several research directions to improve off-field performance in sports operations. It advocates for the application of OM theories, tools, and techniques to the field of sport management. It emphasizes the need for a research agenda to synthesize existing research in sport OM, identify unexplored themes, and suggest useful directions for

future research. A literature review of sport operations management (OM) identified a variety of OM topics with applications to sport contexts. Researchers categorized selected papers into nine OM themes: capacity, layout, forecasting, purchasing and SCM, distribution, quality, project management, process design, and strategy. Within the capacity theme, research focused on areas such as ski resort operations, community gymnastics clubs' organizational capacity, and the relationship between a hockey rink's physical facilities and the service experience (Kauppi et al., 2013).

The researcher conducted a study titled *Relation between Corporate Governance and Performance of Sport Industry Companies*. The researcher, recognizing the distinctiveness of the sports industry, focuses on 53 companies listed on the New Third Board and the Shenzhen, Shanghai, and Hong Kong Exchanges and Clearing Limited. These companies primarily operate in the sports industry from 2007 to 2016. The researcher employs pertinent corporate governance theories, such as the principal-agent, resource dependence, and stakeholder theories, to analyze the unbalanced panel data, which includes 242 observations. The analysis focuses on the internal governance of sports companies and its correlation with performance. The study aims to provide a reference for improving the governance quality of sports companies, creating a transparent and highly honest sports industry environment that attracts long-term business and social capital investment, thereby supporting the value-added and social value enhancement of the sports industry. The study's main conclusions state that the unique characteristics of the sports industry necessitate companies to promptly enhance their governance mechanisms, that different sports companies exhibit distinct governance characteristics, that corporate governance significantly influences performance, and offers strategic recommendations to enhance sports company governance. This study innovates by applying the theory of corporate governance to the sports industry. It is the first to use panel data to empirically study the impact of internal governance on the performance of sports companies, thereby filling a gap in the study of governance in the sports industry. However, the study's small sample size and focus on exchange-listed companies are limitations (Zhang, 2018).

**Sports operations management:** examining the relationship between environmental uncertainty and quality management orientation. The study aimed to understand how quality management practices can mitigate off-field uncertainty in sports. The study surveyed stadium operations managers in the UK, USA, Canada, Australia, and New Zealand. The results show that environmental uncertainty does not encourage customer-focused quality management practices but rather a greater emphasis on process focus. The study recommends a renewed focus on the customer in the long-term development of stadiums. The study used a questionnaire survey of stadium operations managers in the UK, USA, Canada, Australia, and New Zealand. By analyzing the survey results, the study explored the impact of environmental

uncertainty on quality management practices. The results of the study revealed that environmental uncertainty does not encourage customer-focused quality management practices but places more emphasis on process concerns. This may be due to the traditional conception of spectators as consumers rather than co-creators of sports products. In addition, the competitive nature of the marketplace and the viability of alternative ways of engaging with the sports experience may contribute to the lack of customer focus. The study also found that spectator co-creation and mandatory collaboration had a positive impact on process management in Amenities operations, but not a significant impact on customer-focused quality management practices (Bamford, 2018).

Conducted research on innovation and scientific operation management in the sports industry. This article proposes strategies for the integrated development of the sports industry in the Greater Bay Area of Guangdong, Hong Kong, and Macau. These strategies include the formulation of policies and regulations, the establishment of a cross-border sports cooperation leadership group, the construction of a consultation network system, and an expert committee to promote cooperation and communication in the regional sports development of the Greater Bay Area. Additionally, propose adjusting the layout of competitive sports projects, cultivating reserve talents, and strengthening cooperation in advantageous projects to enhance the sports industry chain. Emphasize the coordination of different departments, the establishment of exchange platforms, and the sharing of resources to achieve mutual complementarity and win-win results. Finally, by leveraging large-scale sports events, can enhance the development of the regional sports industry, promote the linkage between sports and tourism, and elevate the status of sports tourism (Yang, 2019).

Conducted an analysis and governance study on management issues in for-profit youth amateur sports clubs in Chengdu City. The researcher conducted a comprehensive survey and analysis of the for-profit youth amateur sports clubs in Chengdu City, drawing on the value chain theory and employing methods such as literature review, survey interviews, field observation, and logical reasoning. The results of the study show that these clubs are small in scale and mainly take training as their main source of income, and there are problems such as a single income structure, trainees are mainly elementary school students, imperfect organizational structure, and traditional marketing promotion and operation and management modes. In addition, the researchers analyzed the club's industry, enterprise, and business operation chain and found some optimization space, including vague strategic positioning, a lack of product differentiation, and a lack of synergy in the industrial value chain. To address these problems, the researchers proposed a series of strategies, including choosing a reasonable strategic positioning, differentiating competitive strategies, and strengthening open cooperation in order to optimize the club's business management (Li, 2020).

Conducted a study on strategies for reform and innovation in the management of the sports industry. Research has indicated that the overall situation of sports industry management in China is not optimistic, with certain issues hindering its smooth operation. To achieve sports commercialization and industrialization, it is necessary to focus on sports industry management. Currently, China recognizes the importance of strengthening sports industry management and has increased research efforts to ensure its effectiveness. However, the overall situation of sports industry management in China is not optimistic, with certain issues hindering its smooth operation. These include outdated management concepts, lack of talent, and inadequate development of the sports market. Therefore, it is necessary to deepen the reform of sports industry management in China and promote innovative development. By updating the sports industry's business thinking, can ensure the survival and development of sports business units, thereby promoting the sustainable development of the Chinese sports industry. Need to update the sports industry's business thinking from several angles. First, there is a need to update the strategic concept of sports industry management. This includes forming a forward-looking, comprehensive, and long-term strategic concept, taking into account the development status of the sports industry, the current management situation, and the trends in the sports market. Second, there is a need to update the market concept for sports industry management. This includes focusing on providing services to sports consumers and promoting the dynamic balance of the sports market based on consumer demands. Third, there is a need to update the sports industry management competition concept. For the sports industry to develop properly, there must be fair competition among sports business units. Finally, there is a need to update the innovation concept in the sports industry to promote innovative development (Fu, 2020).

Sport operations management and development: an applied approach. The table's definition of sport operations management encompasses three key elements. Firstly, operations management involves the creation of new services that cater to the needs, desires, and expectations of clients, customers, or other stakeholders. Secondly, it emphasizes the importance of maintaining the efficient and secure delivery of services. Lastly, it is essential for operational management to constantly strive for improvement in the quality, service experience, and safety of the services offered. The utilization of systems theory in this context is particularly significant due to the dynamic and ever-changing nature of the working environment for contemporary sport managers and SDOs. Not only must managers take into account the intricate interplay between various business functional areas to effectively convert input resources (such as staff, finances, equipment, and facilities) into desired outputs (such as spectators or participants in sporting events), but they must also consider how external factors beyond their control, such as political events, economic fluctuations, and technological advancements, can impact their operations (Piekarz, 2020).

The Role of the Cash Flow Table in Substantiating Effective Management Decisions in Sports Organizations. This article describes the details and calculations of a cash flow statement. A cash flow statement divides a sports organization's cash flow into operating activities, investing activities, and financing activities. The direct and indirect methods are the two methods of calculating cash flow. The direct method calculates income and expenses generated by the three activities (operating, investing, and financing activities), while the indirect method corrects the net result with non-monetary elements and changes in assets corresponding to the identified activities. One can determine a set of rates by analysis cash flows to assess the company's financial risk in relation to liquidity and solvency. The following financial ratios are recommended: the cash flow from operating activities ratio, the total financial debt coverage ratio, the current liabilities coverage ratio, the fixed asset financing ratio, and the interest coverage ratio. These ratios can help assess the financial health of a sports organization in terms of its ability to generate cash from sales, its ability to service its liabilities, its coverage of short-term debt, its financing of fixed asset purchases, and its ability to pay interest. By monitoring the cash flow balance and accurately forecasting cash flow, it is possible to assess the financial equilibrium of an organization and ensure financial stability (Moisescu, 2020).

Safety Risk Control Measures in the Innovation and Development of the Sports Industry: A Review of Research on Sports Industry Innovation and Scientific Operation Management. The article uses the innovative development of China's football industry as an example, highlighting potential risk factors that have posed certain obstacles to the industry's growth. In China, the football industry's development has been hindered by several key factors. 1. Chinese football itself is not good, despite having a large fan base, its strength is not strong, and poor performance rarely garners the fans' support. Consequently, the development of related sports derivatives is not smooth, and Chinese sports brand companies are reluctant to invest large sums of money to support the growth of Chinese football. This is due to the unstable performance and achievements of the Chinese football industry, which may hinder enterprise investment and potentially negatively impact the industry's development, leading to a risk-avoidance approach, 2. Changes in China's football policy can impact the innovation and development of the football industry. When China's football strength is developing and the team is relatively weak, enterprises primarily rely on title rights to generate investment returns, and they are not willing to invest large sums of money to support the industry. In the relatively weak development of China's football strength, enterprises mainly use the team naming rights way to obtain investment returns, however, with the adjustment and change of the team naming rights policy, enterprises cannot get the team naming rights, so the desire of enterprises to invest in supporting the cause of football declined, and China's professional football industry development road becomes bleaker (Tian, 2021).

Managing sport for development: An investigation of tensions and paradox. This study aims to comprehend the viewpoints and encounters of 17 managers by conducting semi-structured interviews, focusing on the conflicts and inconsistencies within SFD (Sport for Development). Explore the experiences of SFD managers from Australian national sport organizations involved in SFD projects in Asia and the Pacific. The results also highlight how managers have responded to these challenges, including downsizing projects, collaborating, facilitating work, promoting local autonomy, and seeking synergies by employing paradox theory. This study aims to enhance our theoretical comprehension of the roles and paradoxes involved in managing sport development program management. Additionally, it offers practical insights into the challenges and tactics associated with the management of sport development programs. Strategies adopted by SFD managers included downsizing programs and collaboration to cope with resource constraints. The study identified collaboration as a strategy to enhance program quality and sustainability. The study also found that SFD partnerships had a limited impact on overall organizational capacity (Raw et al., 2022).

Sports Management Knowledge, Competencies, and Skills: Focus Groups and Women Sports Managers' Perceptions. This study aims to validate the effectiveness of a developed framework for sports management knowledge, competence, and skills (K/C/S) using a mixed-methods approach, including focus groups and surveys, to explore the perceived relevance, mastery, and training needs of sports managers in these K/C/S. The study's findings demonstrate that the K/C/S framework has good validity and internal consistency, and there are interconnections among different K/C/S domains. The study emphasizes the importance of theoretical knowledge and practical experience in sports management education while also highlighting the knowledge gaps and training needs of sports managers at different stages of their careers, emphasizing the necessity of lifelong learning. The proposed K/C/S framework is considered a useful tool for guiding sports managers' academic and professional development, emphasizing the diversity and dynamism of the sports management field, as well as the importance of integrating theory and practice in teaching. These research results provide valuable insights for guiding the training and education of future sports managers (Guidotti et al., 2023).

In summary, there are several key themes in sports management and management theory. Researchers have delved into important issues within the sports industry through various research methods, such as literature analysis, field observations, and survey interviews. These issues encompass a range of topics such as sports club management, the correlation between corporate governance and performance, the management of sports amenities operations, strategies for sports industry development, financial management, risk management, and the knowledge and skills of sports managers. These research results provide profound insights into

understanding the challenges and opportunities in sports management. They emphasize the importance of combining theoretical knowledge with practical experience to cultivate excellent sports management talents, while also providing valuable guidance for the sustainable development of the sports industry and the improvement of management quality. These studies not only contribute to a deeper understanding of the field of sports management in the academic community, but they also offer important practical insights for the industry, with the potential to provide strong support for the future development of the sports industry.

## **2.3 Theories of SWOT Analysis**

### **2.3.1 The concept of SWOT Analysis**

Albert S. Humphrey did not directly define and explain the SWOT Analysis method, but his research and contributions laid the theoretical foundation for SWOT Analysis. He led a project at the Stanford Research Institute that evaluated the key factors of company strategic planning, with a particular focus on internal strengths and weaknesses, as well as external opportunities and threats. He employed concepts akin to SOFT (Strengths, Opportunities, Faults, Threats) in the project.

Hanflay presented his research results to Ulrich and Orl in 1964 at the Long-Range Planning Seminar at the Dolder Grand Hotel in Zurich, Switzerland. Researchers changed the acronym F to W, naming it SWOT Analysis. Subsequently, Ulrich and Orl promoted SWOT in the UK. Hanflay's advocated six questions that required categorization, divided into the following planning categories: products (what are we selling?), processes (how are we selling?), customers (who are we selling to?), distribution (how do we reach them?), finance (what are the prices, costs, and investments?), and management (how do we manage all of this?). These questions make organizations more quantifiable and measurable, responsible teams more accountable, and business activities easier to manage. Another crucial part of this process is obtaining commitment from relevant teams, as explained in summarizing Hanflay's TAM® model and project processes (Puyt et al., 2023).

The most effective SWOT Analysis is part of a strategy or in specific situations. The identification of actions from SWOT issues largely depends on an individual's reasons and intentions for using it, as well as their authority to manage others. Based on the breadth and depth of SWOT, these individuals are likely to be involved in action agreements and delivery. SWOT is also credited to two early 1950s Harvard Business School Policy Department professors, George Albert Smith Jr. and C. Roland Christensen. Haberberg (2000), as cited by Kings (2004), asserts that Harvard scholars utilized the concept of SWOT in the 1960s, while Turner (2002) credits Ansoff (1987) with developing SWOT, leading to the widespread recognition of Ansoff's matrix. Simultaneously, a substantial body of research demonstrates that SWOT lacks a documented epistemology. By 2004, SWOT had fully developed and



proven its ability to address issues related to setting and agreeing on annual goals in today's reality, without relying on external consultants or expensive staff resources (Puyt et al., 2023).

### **2.3.2 Components of SWOT Analysis**

A company uses the SWOT Analysis, a business environmental analysis tool, to assess its internal strengths and weaknesses, as well as external opportunities and threats, in order to formulate more effective strategies and decisions. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT Analysis demonstrates unique systematic features by methodically aligning various seemingly independent internal and external factors of a company using systems thinking. This comprehensive analysis aids businesses in comprehending and addressing their internal and external environments more effectively. Companies need to have an in-depth understanding of their strengths and weaknesses while also grasping external opportunities and threats in order to develop the right business strategies.

#### **Strengths**

Strengths refer to the internal advantages or positive attributes that an organization, project, product, or individual holds, which enable them to achieve their goals or remain competitive. These strengths may include unique skills, specialized knowledge, high-quality products or services, a strong brand reputation, efficient production processes, and superior resources such as capital or human resources. In conducting a SWOT analysis, it is crucial for the team or individual to carefully assess and identify these strengths, as they represent key assets for future growth and competitive advantage.

#### **Weaknesses**

Disadvantages refer to internal weaknesses or disadvantages of an organization, project, product, or individual in achieving goals or competing. These disadvantages may include: lack of a particular skill, limited resources, low-quality products or services, poor organizational structure, operational inefficiencies, and poor management. Identifying and addressing weaknesses is a key part of a SWOT Analysis, and by improving or remedying weaknesses, an organization or individual can improve competitiveness and performance.

#### **Opportunities**

Opportunities are positive factors in the external environment that may benefit an organization, project, product, or individual. These opportunities may include increased market demand, the emergence of new technologies, changes in policies and regulations, partnerships, etc. In a SWOT Analysis, a team or individual needs to be keen on capturing opportunities and finding strategies related to them to capitalize on them to drive growth.

### Threats

Threats refer to factors in the external environment that may negatively affect an organization, project, product, or individual. These threats may include: intense market competition, economic downturns, technological obsolescence, changes in laws and regulations, etc. In a SWOT Analysis, a team or individual needs to identify threats in a timely manner and develop a response strategy to mitigate or eliminate their impact.

The SWOT Analysis is a tool that helps assess the current situation and development potential of an organization or individual. By clearly identifying and analyzing internal strengths and weaknesses, as well as external opportunities and threats, a team or individual can develop more effective strategies and plans to be more competitive, achieve goals, and remain flexible and adaptable in a changing environment.

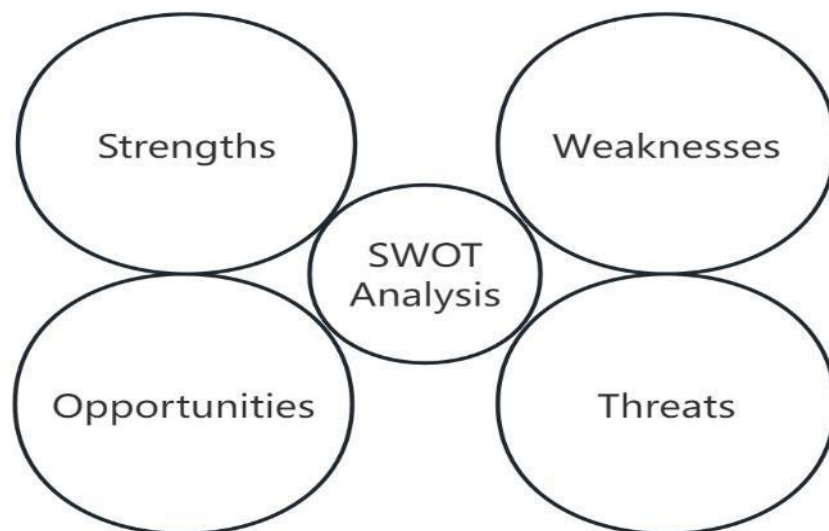


Figure 7 SWOT Analysis (Author's own drawing)

### 2.3.3 Development of SWOT Analysis

Humphrey's proposed framework posited that a company's final strategy should align its internal capabilities (strengths and weaknesses) with the external situation (opportunities and threats). SWOT Analysis entails analyzing the external environment in which the firm operates and making an objective assessment of the organization's current position. The tool provides a good framework for reviewing the strategy, position, and direction of a company or product. It is a traditional means of searching for insights into ways of realizing the desired alignment. (Baraldi et al., 2007) Many texts promote SWOT as a useful technique, but its praise is not universal.

Some prefer to think of SWOT as a significant waste of time (Hill & Westbrook, 1997). In addition, people who use SWOT might conclude that they have done an adequate job of planning and ignore such sensible issues as defining the firm's objectives or calculating return on investment for alternate strategies. SWOT should be used in the context of the organization, its goals, and the market place (Nyarku & Agyapong, 2011).

Menon, B found in 1999 revealed that using this framework harmed performance. When Hill and Westbrook examined the use of it by 20 companies in the UK in 1993-94, they concluded that the process was so flawed that it was time for product recall. This study uses the information from the SWOT Analysis to develop specific strategies that leverage organizational strengths and environmental opportunities, counteract environmental threats, and address organizational weaknesses. The experts suggest that one must first consider outlining the external opportunities and threats before the strengths and weaknesses, as the latter are controllable (George & Pramod, 2013).

Recognized that a series of SWOT/TOWS analyses offers advantages over a single arbitrary matrix. Wheelen and Hunger (1998) used SWOT to look for gaps and matches between competences and resources and the business environment. Dealtry (1992) defined SWOT in terms of groups and vectors with common themes and interactions. Shinno, amalgamated SWOT Analysis with an analytical hierarchy process (AHP) that ranked and prioritized each element using software and do not really deal with the obvious limitations of SWOT. Valentin also examined SWOT from a resource-based perspective. Panagiotou also introduced a TELESCOPIC OBSERVATIONS strategic framework that maps strengths, weaknesses, opportunities, and threats against his suggested acronym. T stood for technological advancements, E stood for economic considerations, L for legal requirements, etc. Panagiotou's work does not only recognize the difficulty in finding the origins of SWOT but also manages to identify some interesting alternatives. This paper looks at the marketing and strategic choices-based view of the SWOT Analysis (Haja et al., 2017).

SWOT provides valuable insights into the potential and critical issues that impact any business, facilitating future decision-making. Some existing literature on SWOT makes the technique appear too simple by identifying favorable and unfavorable internal and external variables. It fails to shed light on how to identify favorable and unfavorable internal and external doesn't provide guidance on accurately identifying or classifying the variables, yet checklists often reinforce this process by identifying numerous factors that could potentially impact a business. Others also see it as including checklists intended to facilitate SWOTs and their strategic implications. They explain how to leverage strengths to realize opportunities and overcome weaknesses that exacerbate threats or impede progress (Nyarku & Agyapong, 2011).

## 2.4 Theories of model

### 2.4.1 The concept of model

According to the Oxford Dictionary, a model is a simplified or idealized description or concept of a specific system, situation, or process, typically utilizing mathematical terms as the foundation for theoretical or empirical understanding, calculations, predictions, and other related tasks, it is a mental or conceptual representation of something. Entities in mathematical logic fulfill all the formulas of a specific formal or axiomatic system (Dictionary, 2024).

In the book *Educational Research, Methodology, and Measurement: An International Handbook*, there is a comprehensive discussion on models and their definitions. The following are the key points regarding a model's definition:

1. Proposed structures, known as models, study the relationships between variables.
2. They combine variables or hypotheses into a hypothetical framework.
3. Due to the complex interactions of multiple factors, models are particularly important in educational research (Keeves, 1990).

In *Models: the Third Dimension of Science*, they argue that a model in science and mathematics is usually represented as a formal representation rather than a simple copy. A model is a deliberately chosen construct that represents itself, other things, and specific forms of representation. In mathematics, for example, a physical-mathematical model is fundamentally different from a three-dimensional geometric entity represented by concepts and formulae, the modeling process includes the following steps.

1. Define the purpose: Describe the model's purpose and objectives. For instance, is the model intended for use in teaching, research, or engineering design??
2. Gather data and information: In accordance with the model's objectives, gather pertinent theories, data, and information,
3. Design and construct: Create the structure and components of the model using the information gathered. This may involve sketching, calculating equations, and selecting appropriate materials or software,
4. Validation and testing: After the model's construction, it must undergo testing and validation to guarantee its accurate representation of the object or phenomenon under study.
5. Researchers modify and refine the model based on the test results to enhance its accuracy and reliability.(De Chadarevian & Hopwood, 2004)

In summary, the model represents the structure of ideas or the composition and relationships of various important elements of the object under study.

### 2.4.2 Classification of models

Classified models in Definition and Classification of Models and Policy Analysis: A Self-Instructional Module for Agricultural Planning Training Programs, classified the models.

#### 1. Informal and formal models

Informal models are those that exist in the mind of the modeler or analyst. Such models tend to be vague, implicit, and often subconscious images or concepts of how the world works.

Formal models, existing independently of the modeler's cognition, manifest in a tangible, defined manner open to rigorous scrutiny and assessment, facilitating intentional refinement and alteration. These models can be categorized into distinct classifications.

Schematic models are diagrammatic or pictorial representations of reference systems, e.g., maps, architectural blueprints, political cartoons, etc.

The term physical models refer to models that replicate actual physical forms, such as wind tunnel experiments, fertilizer trials on experimental fields, dolls, and dollhouses.

Role-playing models are methods of policy analysis that combine mental and formal models, such as actors in theater, children playing families with dolls, and Monopoly games, among others.

Symbolic modeling: the use of symbols to represent the basic elements and relationships of a reference system within a linguistic structure, e.g., linguistic, mathematical, and computer models.

#### 2. Symbolic models:

Linguistic models: use words to represent systems, e.g., recipes.

Mathematical models use mathematical symbols and rules to represent systems, allowing them to handle more variables and complex interactions.

Computer models: approximate mathematical models by using a programming language to instruct a computer to compute numerical solutions step by step.

#### 3. Disciplinary models, subject models, and problem-solving models.

Disciplinary models: models based on knowledge of a single discipline, e.g., economics, physics, physiology, sociology, and so on.

Thematic models: models that can effectively address a specific set of problems, such as price and income policy, or trade policy within the context of agricultural policy.

Problem-solving models: used to solve specific problems, combining formal and informal models and containing information from multiple disciplines and topics (Abkin, 1980).

In Types of Models' categorized models according to different criteria.

1. Degree of Formalism. Formal Models, use a well-defined modeling language (with clear syntax and semantics).

Informal Models, they lack a strictly defined modeling language, allowing for greater freedom, but they may encounter issues with precision and consistency.

2. Physicality. Physical Models are concrete representations of physical objects, such as physical models.

Abstract models are non-concrete representations that fall into the categories of descriptive and analytical models.

3. Content Representation. Descriptive Models. Describe logical relationships and system structure, such as functionality and physical architecture.

Analytical models, such as differential equations, describe mathematical relationships and quantitative analysis.

4. Dynamism. Dynamic models describe the state of the system over time.

Static Models only describe static calculations and analyses, not time changes.

5. Domain Specificity. Domain-Specific Models, further classified according to specific domains, such as performance models, design models, subsystem models, etc.

6. System Integration. System Models, Typically, hybrid models are used across multiple domains to ensure a consistent and coherent representation of the system.

7. Simulation Type. Simulation refers to the process of executing a model, which can involve computer simulation and can be classified into real-time and non-real-time modes (Friedenthal et al., 2019).

#### **2.4.3 Process of developing the model**

Proposes a four-phase process for developing a model: defining the problem entity, conceptual modeling and proof of concept, computer coding and code validation, and model implementation and operational validation. Here is a detailed description of each phase.

##### **1. Defining the problem entity**

The first step in model development is to identify the problem entity, i.e., the land change process or phenomenon under study. The research question typically drives the selection of the problem entity, while the researcher's understanding of the context influences the model's scope and objectives.

##### **2. Conceptual modeling and proof of concept**

Researches develop a conceptual model after analyzing the problem entity. This is a description of the problem entity, usually including its components and their relationships, the representation can be in the form of equations, conceptual diagrams, or textual descriptions. For testing, critiquing, improvement, and validation, the model developer makes explicit their implicit understanding of the system.

##### **3. Computer programming and code validation**

The computer model is created by translating the conceptual model into computer code. This phase mostly involves software development. However, it is not

completely distinct from the other phases. Researchers execute and verify the model framework to ensure that the model's behavior is consistent with the intended design.

#### 4. Model implementation and operational validation

Instantiate the computer model into a specific case study. This includes identifying relevant model component instances, calibrating, and validating the model. Ensure that the model accurately reflects the circumstances of the particular case (Magliocca et al., 2015).

In *Model Development Research in Social Sciences and Education*, suggests that a model serves as a representation or abstraction of a real-world object or situation. In the field of social sciences and education, a model is a simplification of a phenomenon to facilitate research and understanding. Typically, a model consists of at least six components: goals or objectives, relevant variables or factors, systems or structures, mechanisms or processes, information and technology, and the model's context. Model development helps researchers relate more accurately to reality. It also helps them describe, predict, test, or understand complex systems or events. There are several processes or methods available for model development. Model construction and model validation are the two most important parts of model development. Various techniques, including literature analysis, in-depth interviews, content analysis, exploratory factor analysis, Delphi technique, path analysis, etc., can create a preliminary model by collecting relevant data and ideas. Researchers will then validate the proposed model using quantitative and qualitative methods, such as expert review, ethnographic futures studies, public hearings, focus group discussions, or R&D method, to confirm its feasibility, applicability, or relevance. The validation or reliability of the constructed model will be acknowledged upon its operationalization in experiments to ascertain its impact on the target group or the attainment of its objectives (Nijaneat, 2017).

In *Understand, Manage, and Prevent Algorithmic Bias*' points out that model development is a complex and nuanced process that involves five major steps: design, data processing, model assembly, validation, and implementation. Each step can introduce bias and therefore needs to be approached with care. Researchers can develop models through this process, which they then apply in real business environments to support decision-making.

The model development process consists of five main steps.

1. Model design: defining the model's general structure, predicted outcomes, business problems, data types, and methodology.

2. Data engineering encompasses the definition of samples, their collection and delineation, the processing of data quality, and the aggregation of data.

3. Model Assembly: Transform raw data into equations, including record exclusion, feature development, variable screening, model estimation, model tuning, model output calibration, and model documentation.

4. Model Validation: Independent review and validation of model applicability.

5. Model Implementation: Deploy the model into actual business operations, including data input, processing, and practical application of model output (Baer, 2019).

In Explanatory Model Analysis: Explore, Explain, and Examine Predictive Models, with examples in R and Python, a model is defined as a tool for simplifying and abstracting a system or phenomenon in the real world, represented mathematically, physically, or logically. The purpose of a model is to understand, explain, or predict the behavior of a real system. It is thought that models can help us to make predictions about the behavior of a system without fully understanding all the variables. They can be explanatory (for inferring cause and effect) or predictive (for predicting future outcomes).

The model consists of three factors:

1. Data collection and preparation: High-quality data are the basis for building effective models. The data collection and preparation phase include understanding the data structure, cleaning the data, and dealing with missing values.

2. Model Selection and Fitting: Based on the nature of the problem, select an appropriate model and fit it using the training data. This step usually requires several iterations to optimize the model performance.

3. Model validation: Evaluate the model's performance using methods such as cross-validation to ensure that it can generalize to new data. Model validation is a crucial step in the model development process (Biecek & Burzykowski, 2021).

The article 'CRISP-DM: Towards a Standard Process Model for Data Mining' presents CRISP-DM as a standardized data mining process model. It categorizes the model development process into six phases: business understanding, data understanding, data preparation, modeling, evaluation, and deployment. These phases are not strictly sequential, but rather, the outcomes of each stage determine the subsequent task. CRISP-DM has shown significant advantages in both theory and practice. Its versatility, flexibility, and structured process provide reliable guidance for data mining projects (Wirth & Hipp, 2000).

## **2.5 Amateur Youth Football Club**

Conducted research on the current situation and development strategies of juvenile amateur football clubs in some areas of China, this study adopts the literature method, interview method, questionnaire survey method, mathematical and statistical method, and field inspection. It visited 12 amateur youth football clubs in some areas of China, the current stage of youth amateur football clubs in some areas of China's basic situation, the operation of the status quo, the situation of human resources, and other aspects of the scientific analysis and research to understand the survival of the current part of the region of the country's youth amateur football clubs. The study was



conducted to understand the current situation of youth amateur football clubs in some areas of China and to find the countermeasures for their development and promote their benign development. The study's primary conclusions are as follows: 1. In some regions of China, the number of registered youth amateur football clubs has sharply increased since 2010. These clubs are primarily owned by natural persons, and their investment methods are increasingly rich, exhibiting characteristics of rapid overall development but uneven regional development. 2. Factors such as students' schooling and popular football activities significantly influence the training time and amenities of clubs in certain regions of China, leading to uneven competitions and significant uncertainty about the competition's level. Students' schooling and popular football activities influence the training time and amenities arrangement of clubs in certain regions of China, leading to issues of low level and uneven participation in competitions. The clubs' rules and regulations, as well as their publicity strategies, require refinement. 3. While the management personnel of clubs in certain regions of China possess high academic qualifications, their professional matching is not commensurate. While the level of coaches largely meets the clubs' requirements for popularizing and cultivating interest in football, there is still significant room for improvement. Club members typically have middle-class family incomes, a significant number of male students, and their participation primarily focuses on fostering interest and physical fitness. The clubs rely on their geographical location and educational resources to draw in a large student population. 4. To foster the growth of clubs, it is essential for relevant departments and clubs to take the following actions: bolstering the popularity of football, incorporating pertinent resources, enhancing coach training, and refining the club competition mechanism. For promoting the development of clubs, the relevant departments and clubs should: strengthen the popularization of football, integrate the relevant resources, improve the training of coaches and the mechanism of club competitions, improve the business level and service ability of club managers, enrich the marketing means, establish and improve the rules and regulations and the form of activities of the clubs, and improve the mechanism of access, training, and evaluation of the coaches, and optimize the team of coaches continuously (Gao, 2018).

Research on Operational Risk Management of Youth Amateur Football Clubs in Nanjing, China This study focuses on youth amateur football clubs in Nanjing, employing risk management theory and using methods such as literature review, questionnaire surveys, field investigations, and expert interviews. The research identifies risks in areas such as organizational structure, financial management, human resources, facilities, course scheduling, and safety guarantees. Specific issues include incomplete organizational structures, limited funding sources, uneven coaching quality, facility problems, unreasonable course schedules, and inadequate safety measures. To address these issues, the study proposes strategies such as

improving organizational structures, standardizing management systems, expanding financing channels, diversifying club revenue streams, enhancing coach quality, and cultivating multi-skilled talent. These recommendations aim to provide valuable references for improving the operational management of youth football clubs. By adopting scientific management methods, these strategies seek to comprehensively manage risks and achieve maximum safety in the most economical and reasonable way, thereby promoting the healthy and sustainable development of youth football clubs. (Sun, 2019)

**An Analysis of the Motivations for Football Participation among Youth Football Club Participants** This study employs a literature review, questionnaire surveys, and mathematical statistics to investigate the motivations for football participation among youth members of two football clubs in Cheng County. The results indicate that participants from the Dongjin Club exhibit significantly higher motivations related to interests and hobbies compared to those from the Chengzhou Club. However, there are no significant differences between the two clubs in terms of social friendship, environmental factors, fitness needs, stress relief, and self-worth dimensions. Participants from different grades showed significant differences in the self-worth dimension. Students in grades 3–4 showed the strongest sense of self-worth, while those in grades 1–2 showed a weaker sense. There were no significant differences across all six dimensions among participants from different tiers, indicating consistency in motivations across tiers. Participants with three years of football experience showed lower motivations in social friendship, fitness needs, stress relief, and self-worth dimensions. These results suggest that clubs should foster participants' interest in football by providing a diverse range of training courses. Incorporating mini-games and small competitions can boost the confidence and sense of achievement of lower-grade participants. It's recommended to implement more challenging and collaborative courses in order to boost their incentive to participate (Ban, 2020).

The article explores the social world of elite youth football in Germany, focusing on the crisis, reinvention, optimization strategies, and the role of schools. The goal of this article is to examine the top-flight youth football system in Germany, its main institutions—the Academies (Nachwuchsleistungszentren) and the Elite Schools of Football (Eliteschulen des Fußballs)—and the relationship between them. The analysis focuses on examining the recent collaboration between quasi-professional junior football and the German educational system. Special emphasis will be placed on the reconstruction and professionalization processes in the context of a perceived crisis in German football generally dating from the late twentieth century. It will be argued that the idea of crisis appears to be of systemic value for the social world of football in Germany. In the world of football, constant reference to crises helps to create shared meaning among and between groups whose interests do not necessarily

coincide, lending support to the argument that the idea of a crisis is important in facilitating action and change. A case study focusing on the youth section of German Bundesliga club FSV Mainz 05 and one of its partner schools will underpin the analysis. Different perspectives on cooperation will be explored with a focus on the various perspectives of actors involved, drawing especially on qualitative and ethnographic interviews and fieldwork carried out in 2018 and 2019. The perceived crisis of the German professional football system led to the reconstruction of the social world of German elite youth football. The DFB's leadership and media spearheaded an all-encompassing narrative of crisis, using the survival of German football as a strategy to legitimize efforts to restructure and reinvent the talent identification system. The focus was on efficiency and optimization (Naglo, 2020).

The current situation and development of Xiamen youth amateur football club the study delved into the factors that influence the development of youth amateur football clubs in Xiamen City, employing various tools such as documentation, interviews, questionnaire surveys, and mathematical statistics. The goal was to gain a comprehensive understanding of the current state of these clubs in the city and their influencing factors. The study revealed that the majority of club directors in the city are in their post-80s, possessing high-level physical education backgrounds. They employ a variety of business methods, primarily training during winter and summer vacations, which attracts a large number of students. The coaches, who are young and have extensive teaching experience, focus on technical and physical training, and receive reasonable salaries and high levels of satisfaction. The parents of the students, who typically have high education level and a monthly family income, and they prioritize improving their children's physical fitness and reducing study pressure as their primary training goals. Numerous factors influence the club's growth, such as the coaches' attitudes, societal and governmental concerns, and the weather conditions. For coaches, the concern of the government and society, the weather, etc. The trainees' parents are concerned with the coaches and the weather. The participants' parents focus on the coaches' training methods and service standards. These findings will serve as a valuable reference for the continued development of youth amateur football clubs in Xiamen (Luo, 2020).

In the article *Study on Influencing Factors and Countermeasures of Moral Education Infiltration of Youth Football Club Coaches*, based on the concepts related to moral education and literature on the development of youth football clubs, as well as the theory of moral education infiltration, a detailed analysis was conducted on the moral education infiltration by youth football club coaches in their teaching. The study employed literature review, questionnaire survey, interview, and data statistics methods. It concludes that current research, both domestically and internationally, has achieved some results in the development of youth football clubs, the cooperation between schools and clubs, and the infiltration of moral education in sports teaching.

However, there is less focus on the specific implementation and effects of coaches in moral education infiltration. A review and summary of relevant research revealed that coaches serve as role models for students. In the teaching process, coaches become idols among students due to their sports skills. Moreover, coaches should pay attention to their emotional attitudes, words, and actions, influencing students' personalities and morals through their excellent qualities and normative actions. Common issues in the teaching process include insufficient awareness of moral education, a single method of moral education, and insignificant moral education effects. Additionally, coaches do not receive systematic training and support in moral education, and the participation of parents and schools in moral education is also low, resulting in a lack of effective synergy in this area. These problems indicate that youth football clubs urgently need improvement in moral education infiltration by enhancing coaches' awareness and abilities in moral education, enriching moral education methods, and strengthening the collaborative role of parents and schools to better promote the moral development of students (Liu, 2021).

Guiyang Youth Amateur Football Club Research on Management and Operation Mechanism. The study delved into the human resources, management, and operational mechanisms of 12 youth football clubs in Guiyang City, revealing a highly qualified but inexperienced management team, a low coach level, a prominent issue with amenities resources, insufficient implementation of rules and regulations, a single funding source, a need for improved cooperation between campuses and clubs, unfair competitions, a lack of protection of clubs' rights and interests, and imperfect assessments. It is recommended to strengthen incentives, seek cooperation of Amenities resources, improve decision-making mechanisms, diversify funding sources, improve service quality, strengthen supervision and management, design compensation mechanisms, and establish an evaluation system in order to enhance the overall strength and market competitiveness of clubs (Wu, 2021).

The article Research on the development of youth amateur football club from the perspective of demand side—Take Fuyang Star Green Club as an example explores the development of youth amateur football clubs from the perspective of demand side, using Fuyang Star Green Football Club in Fuyang District, Hangzhou, as an example. The study's background includes the release of the overall program for football reform and development in China, as well as the promotion of physical activity among youth through the national health strategy. Against this backdrop, the development of youth football clubs has brought unprecedented opportunities, but still faces problems such as poor operation and unclear positioning. Drawing on relevant theories of demand-side reform and sport industry development, this study collected and analyzed relevant data using the methods of documentation, expert interviews, questionnaires, and fieldwork. The study's results reveal challenges in the club development process, including a range of difficult-to-meet demands, poor service

quality, a lack of diverse service contents and modes, an unclear government guidance mechanism, a single funding source, issues with management and operation, and a lack of publicity and promotion. To address these problems, this paper puts forward countermeasures and suggestions, such as establishing a new era of health consciousness, improving the service quality of clubs, perfecting the service contents and modes, and establishing an effective government guidance mechanism, so as to provide valuable references and lessons for the development of youth amateur football clubs. This paper presents systematic countermeasures and suggestions for the development of youth amateur football clubs through comprehensive analysis from a multidisciplinary perspective, as well as valuable reference materials for related research and practice (Guan, 2021).

Analysis on the competitiveness of Beijing youth amateur football club based on diamond model In Beijing, for example, there are nearly 1,000 youth amateur football clubs established between 2012 and 2020, but less than 10 of them have survived until now, and the integration and merger within the industry has not yet begun, which means that the mature enterprise development model has not yet been presented, which is completely different from the development picture of general K12 program education enterprises. Based on the aforementioned facts, this study aims to investigate the competitiveness of youth amateur football. Researchers select Beijing, a city known for its strong football foundation, representative football development, and robust demonstration, as our study area. Using the diamond model as a theoretical framework, conduct a systematic analysis of the competitiveness of youth amateur football clubs, taking into account factors such as development, size, growth rate, and teaching ability. Select specific research objects based on variables such as development time, scale, growth rate, and teaching ability. This allows us to assess the competitiveness of the industry's most successful enterprises, synthesize their advanced experience, and identify common bottlenecks that impede the industry's progress. The conclusion of the study shows that, except for the competitiveness of youth amateur football clubs in Beijing, the competitiveness of factors of production (manpower, capital, and land) is lacking, and the support of related industries is seriously insufficient, so the overall competitiveness is not strong. If the government fails to promote the reform of human resources, capital, and infrastructure, the industry will only focus on corporate strategy and peer competition, and the space for development will be very limited (Zhao, 2021).

Conducted research on the Model of Youth Amateur Football Club in Montpellier, France. This study investigates the model of youth amateur football clubs in Montpellier through investigation, interviews, and observation, drawing on successful experience and advanced concepts. French football is a government-led and social collaboration model of operation, and the French Football Association has a beneficial cooperation relationship with the French education department and the

cultural industry. French football is a government-led social cooperation model, and the French Football Association has good relations with the French education department and the cultural industry. Local governments have strongly backed the federation's youth football development process. Local governments strongly support the federation's youth football development process, with all parties guaranteeing the hardware facilities and competitions for both school football and professional football training. The conditions, all parties guarantee the conditions, provide financial support, and employ the necessary personnel. In the context of a robust social football culture, France has effectively established a football training model that integrates both sports and education. To cultivate excellent football reserve talents in China, the country should learn from the French football concept and the training mode of amateur clubs. The concept of football and the cultivation mode of amateur clubs, establish a youth-oriented football concept, enjoy football, and build up a football training center. to set up a youth-oriented football concept, enjoy football, build a deep integration of sports and education talent cultivation path, and break the long-standing institutional wall. Path, break the long-path, dismantle the long-standing system barriers, and collaborate with the sports and education sectors The sports sector and the education sector should work together to establish a perfect football competition system, increase the number of matches for all age groups, and increase the number of tournament systems so that football can develop early. Establish a perfect football competition system, increase the number of matches for each age group, and increase the number of competition systems so as to realize the dream of football in China at an early date (Hu, 2022).

The Big Story of a Small Football Club: Gümüşlükspor as an Alternative Model Experience for Turkey. Gümüşlükspor, an amateur football club in Turkey, was chosen as a case study because it provided an opportunity to analyze amateur football and counter-hegemony in Turkey. The researcher used qualitative methods to collect data, including semi-structured interviews with players, club managers, coaches, and members of the medical team. Group discussions targeting players under the age of 18 were also conducted. Participant observation was conducted during the 2018-2019 Super Amateur League season. The researcher attended matches, watched training sessions, and interacted with families of children participating in the club's free football education program. The field study lasted 6 months with 36 participants, and the researcher continued to receive information from the club's management even after the fieldwork ended. The article argues that this football club provides children with socialization and free football training while creating an alternative football culture with a local flavor that opposes class and gender inequalities and homophobic attitudes prevalent in sports (İnal, 2023).

## 2.6 Previous research

### 2.6.1 Research in China

Social mass sports and fitness clubs have increased in number and influence, but there are still many challenges in terms of management levels and profitability. At this stage, sports clubs need to establish sound scientific systems and focus on innovation in product types, quality of services, market development, and internal management.

Conducted the Research of Beijing Amateur Children Football Club Model highlights that Beijing amateur children's football clubs rely solely on membership fees as their primary funding source, with no corporate sponsorships, public welfare funds from sports lottery, or significant governmental support. Beijing Amateur Children's Football Club has a large turnover of coaches and managers, which is not conducive to the club's overall development and growth in the future. Beijing Amateur Children's Football Club has different ways of publicity and development, Bokai has diversified forms of publicity, Dragon Fruit and Yinchao have single and few forms of publicity. Beijing amateur children's football clubs are still in their early stages of development, their rules, regulations, supervision, and evaluation systems lack soundness and are currently undergoing continuous exploration and summarization. The government's support for amateur children's football clubs is insufficient, with many verbal praises and spiritual rewards, but few material rewards. Amateur children's football clubs generally adopt different forms to meet the needs of parents and children in the challenging football environment (Yang, 2011).

Survey Research on the Development Situation of National Youth Sports Clubs in Guangdong Province highlights that 1. Guangdong Province's youth sports clubs primarily rely on schools, gymnasiums, and other institutions for their organization and management, implementing a system of accountability for administrative leaders, the chairman of the board of directors, and the manager. 2. The primary sources of funds for the development of youth sports clubs in Guangdong Province are the public welfare fund of the sports lottery and the investments made by dependent units. Dependent units can contribute to the development of better clubs by advocating for social sponsorship, collaborating with other units, and exploring alternative methods to secure funds for sustainable development. 3. In Guangdong Province, youth sports clubs engage in a diverse range of activities, enhancing the leisure time of the majority of young people and significantly enhancing their health. 4. While the overall development of youth sports clubs in Guangdong Province is commendable, there are some challenges encountered during the development process. While the overall development of youth sports clubs in Guangdong Province is commendable, the development process is hindered by issues such as unclear positioning, insufficient publicity, reliance on a single channel for fund raising, and incomplete software and hardware facilities, among other issues (Wu, 2014).

Conducted research on the development strategy of Nanjing Football Youth Training Institutions based on SWOT Analysis, through the analysis of literature, pointed out that due to the uneven development of the sports market, the system is not mature, commercial sports clubs and non-profit sports clubs still have a large difference in the problem, and the differences in policies and regulations also lead to the existence of a large competition between commercial sports clubs, the survival of the fittest future. Commercial sports clubs are increasingly adopting a strategy of intense competition, with a strong emphasis on innovative business practices, efficient operations, and scientific management. This approach establishes a rational market positioning, a robust organizational structure, a brand-name strategy, and a series of business recommendations (X. Zhang, 2017).

The article *The Route of the Sports Industrial Transformation of Development under Increasing Sports Consumption Requirements Perspective* delves into the evolution and growth trajectory of the sports industry in China, taking into account the rising demands for sports consumption. The study, based on theories of sports consumption and industrial transformation, utilizes literature analysis to systematically review relevant policy documents issued by the State Council in recent years, sports industry statistics, and existing research results. It examines the structural irrationality, low correlation, and supply-demand imbalance that exist in China's sports industry. The research results indicate that as people's living standards improve and health awareness increases, sports consumption demands rise. The concept of mass participatory, experiential, and environmentally friendly sports consumption is gradually forming, traditional sports consumption channels are giving way to online consumption, and sports consumption products and services are increasingly emphasizing intelligence, convenience, health, and specialization, better reflecting the guidance of sports consumption demands on the supply side of the sports market. The improvement of sports consumption demands is a critical driver for the sports industry's transformation. The study proposes the following strategies to promote the transformation and development of the sports industry: prioritizing the development of the sports service industry, fostering new formats, promoting new models, expanding new spaces, and enhancing service quality, strengthening the sports market mechanism, improving laws and regulations, implementing policy incentives, protecting consumer rights, enhancing quality supervision, and regulating market order. By implementing these measures, not only boost the overall efficiency of the sports industry but also foster the growth of the sports service industry, thereby amplifying the sports industry's contribution to economic development and ultimately achieving a comprehensive optimization and enhancement of the sports industry (Z. Zhang, 2017).

According to the *Research on the Development and Standardization of Chinese Youth Sports Clubs*, there aren't enough youth sports clubs, the driving force doesn't



have enough of an effect, the structure of the inverted pyramid isn't logical, communication and coordination between different sectors isn't working well, laws and rules from outside the country are still hard to understand, and the organization and leadership for inside the country needs to be strengthened. youth sports club supporting laws and regulations lagging behind, the lack of a sound policy environment support, the club's legal status is not clear, the ownership of property is not clear, the implementation of the policy text conflict, the operation and charges there are risks, the General Administration to promote the implementation of the clubs' encountered bottlenecks in the implementation of the work of the policy documents gradually adjusted. Secondly, while the organizational structure and operational mechanisms of the youth sports club can effectively support the organizational function, the club's organizational framework structure faces Categorized registration and dual management lead to a lack of uniformity in the registration process, the director of the system of responsibility's organizational governance structure contributes significantly to its lack of independence, with fewer full-time staff and insufficient volunteer services, the campus's free amenities for the community are somewhat inadequate, the funding revenues and expenditures are disproportionately high, urea is unreasonable, self-blood-supporting ability is poor, the media publicity image is missing, do not pay attention to the marketing, the organizational behavior of the structure of the irrational, the business sector is relatively single, and the club still needs to improve the organizational governance operation mechanism. This study provides a thorough explanation of the role, categorization, and characteristics of youth sports clubs (Liu, 2017).

The article *A Study on the Status Quo of Adolescent Amateur Football Clubs in Beijing and Its Development Countermeasures* highlights several key points. 1. The investment base of youth amateur football clubs in Beijing exhibits a diversified development trend, with the private economy serving as the primary structure and a variety of economic components gradually establishing themselves in the youth football market. 2. Although Beijing youth football clubs are developing at a faster pace, their regional distribution is not uniform, there are economically developed areas, numerous football clubs setting up training sites, and a strong football atmosphere. However, the development of relatively remote suburban football clubs is significantly less than that of the better areas, which hinders the rational growth of regional clubs. 3. The management personnel of Beijing youth amateur football clubs possess a superior cultural level and devise unique management strategies for the clubs' growth. The coaches of Beijing youth football clubs primarily range in age from 20 to 30 years old, exhibiting a reasonable age distribution. These coaches possess advanced academic qualifications and professionalism, but their coaching experience is limited. Football coaches typically hold certification certificates from industry organizations, and there is a significant demand for coaches with senior

experience. Football coaches have a higher income from lessons, and foreign coaches are generally higher than Chinese coaches. 4. The number of male participants in Beijing's youth amateur football clubs surpasses that of female members by a significant margin. The age structure primarily concentrates them in the 4-to 9-year-old age group, and their family incomes remain stable due to their contributions to the sports programs. Their income level falls within the middle range of Beijing's income distribution. The participants' motivation to participate in football clubs' stems from their desire to strengthen their bodies, cultivate their character, and indulge in hobbies. The primary factors influencing their participation in football clubs are the training location and the strength of the teachers. 5. Although Beijing's youth amateur football clubs have established extensive online platforms, their operational efficiency is hindered by low visitor numbers and a lack of innovation, which makes it challenging to attract new members. The Beijing youth football club's medical protection is limited to a basic medical box and lacks sufficient knowledge of medical aid, necessitating an improvement in the quality of medical service and protection for young people. While the club's rules and regulations are more comprehensive, their operability is not strong, and their influence on the daily management of the club is not evident. Despite recent improvements in innovation, the club's teaching design should integrate Chinese and foreign lesson plans, thereby unifying the Chinese and foreign teaching syllabus. Although the Beijing Youth Amateur Football Club's amenities have increased compared to previous years, they still exhibit a trend of high cost and low selectivity (Tong, 2017).

The article, Guangzhou Youth Based on SCP Paradigm Football Training Market Research, utilized the SCP paradigm to research and investigate the market structure, market behavior, and market performance of the youth football training market in Guangzhou. This was achieved through a combination of literature review, interviews, and fieldwork. The study concluded that the market concentration is relatively low, belonging to the low-widowed competition 2 type of market. Small and medium-sized clubs dominate this market, and there are numerous discrete markets within this market. Small and medium-sized clubs dominate the low oligopoly competition type II market, characterized by low market concentration. The market has relatively low barriers to entry and exit, which brings high returns but also high risks. Secondly, football clubs generally adopt secondary and tertiary price discrimination strategies to meet the needs of different consumer levels. There is still room for improvement in terms of product innovation, and most football clubs struggle with brand marketing awareness and promotion, while their organizational structure lacks clarity. Once again, the allocation of resources is relatively efficient, but there is a need for improvement in the output of professional reserve talent. Although some clubs are losing money due to the epidemic, the overall social development prospect is positive, and there is potential to improve economic efficiency. Finally, the relevant policy

environment is favorable, and the country is committed to promoting football reform, encouraging market sports consumption, and social capital participation. The government is actively promoting the construction of football amenities through various means, including subsidies and tax breaks, in an effort to address the issue of a shortage of these facilities. It also suggested that youth football training clubs should strengthen synergistic development with other clubs, actively research and develop innovative courses, reasonably tap market resources, and continuously improve market allocation efficiency. They should employ a variety of promotional strategies to draw in more prospective customers. Secondly, the government should actively utilize new media resources to increase the promotion of football, formulate relevant policies to actively support small clubs, and strengthen the supervision of policy implementation to improve the completeness of the policy (Zeng, 2021).

This article uses the SWOT Model to look at the service capacity, operational effectiveness, and feedback from the main body of three football youth training institutions in Nanjing. The results show that Nanjing is a pilot city for football, with coaches with a lot of experience, enrollment channels for the good things, and problems like a lack of amenities, internal departments, and staff promotion channels for one. Advantageous factors, a lack of amenities, a lack of internal departments, a single channel for staff promotion, exploring and analyzing the problems, the lack of uniformity in the curriculum specification as disadvantageous factors, policy-driven, numerous tournaments as opportunity factors, the influence of public opinion, the educational environment, the impact of epidemics, and the lack of soundness of the regulatory system as threatening factors, and finally, presenting the development strategy (Luo, 2022).

In the article *Research on the Development Path of Dalian Campus Football Characteristic Schools Based on SWOT Analysis*, researchers used the SWOT model to investigate and understand the development status of Dalian campus football characteristic schools so as to come up with the advantages, disadvantages, opportunities, and threats of Dalian campus football characteristic schools and came up with the following conclusions: The SWOT Model of the campus football characteristic schools in Dalian city points out that they have internal advantages such as good mass foundation, leadership support, even distribution of numbers, and a perfect competition system, but also face disadvantages such as lack of professional teachers, low treatment, insufficient funding, and hidden safety hazards. Meanwhile, external opportunities include policy support, social capital support, professional technical support, and diversified publicity methods. However, there are also threats such as family constraints, a poor overall football development environment, diversion from other sports, and pressure from further education. In this regard, it is recommended to build a comprehensively developed school football school model by enhancing government support, deepening school-enterprise cooperation,

strengthening teacher construction, and diversifying activities (Zhuang, 2022).

The practical research on how the GROW Model stimulates the internal driving force and promotes junior middle school biology learning pointed out that the GROW (Goal-Reality-Options-Will) model is an effective method for efficiently increasing intrinsic motivation, and it is expected to play a role in the stimulation of students' intrinsic motivation. It is expected to play a role in students' intrinsic motivation. Using the targeted and positive characteristics of the GROW Model, researchers conducted questionnaires and interviews to gather information about the current state of students' biology learning, their learning goals, their self-positioning, their ability to take action, their willingness to learn, and the reasons behind their low internal motivation to learn biology. In this study, researcher identified eight students who typically had low motivation for biology learning. Researchers then crafted a series of conversation questions, one by one, to assist these students in self-assessment, orientation, setting goals for their biology learning in a semester, formulating a plan to achieve these goals, and implementing the plan accordingly. It is concluded that the GROW Model can be used in practice to construct cases, which can stimulate the internal motivation of middle school students to learn biology and improve their academic performance, general performance, self-efficacy assessment, and other indicators, which can provide a reference and a practical method for the first-line biology teachers in middle schools (Dilishaba, 2022).

Analysis of Spatial Distribution Patterns of Sports Facilities and Influencing Factors--Taking Beijing as an Example, this paper aims to explore the spatial distribution patterns of sports facilities in Beijing and their influencing factors. Sports facilities refer to the venues, buildings and related fixed facilities that can meet the requirements of sports competitions, training, education and public fitness, and are the basic material carriers for people to carry out sports and exercise-related activities, and an important hand in the implementation of national fitness. Based on the detector model and multi-source data (including remote sensing data, social perception data and statistical data), this paper constructs a potential factor indicator system from two dimensions: socio-economic and natural environment. It is found that there is obvious spatial heterogeneity in the spatial distribution of sports facilities in Beijing in 2020, which is mainly concentrated in Chaoyang and Haidian districts, while Mentougou district has the least distribution. The results show that the influence of socio-economic factors is greater than that of natural factors overall, with the number of health facilities being the main factor influencing the spatial distribution of sports facilities. The results provide an important reference for the planning and layout optimization of sports facilities in Beijing and other regions (Wang et al., 2024).

China's sports clubs have emerged since the reform and opening up, and they have made significant progress and development during the transition to a market economy, particularly in light of the country's major political and economic changes.

Social mass sports and fitness clubs comprise a significant portion of all sports clubs in China. Sports and fitness clubs represent tangible entities within the sports industry, and they still need to enhance their modern management and profitability levels. From product variety, service quality, and market development to internal management, they should establish a sound scientific system and emphasize innovation. China's research on sports clubs has reached a more advanced stage, characterized by the non-profit nature of traditional sports training, the emergence of new types of sports club operations, the construction of sports network platforms, and the emergence of a university sports entrepreneurship industry. Each stage of the sports industry carries a distinct social role and status, and with the rapid development of the national economy today, the prospects for the sports industry are bright and the sports market is expanding.

### **2.6.2 International research**

In developed countries such as the United States, Germany, and Japan, sports and fitness clubs, along with community sports, have developed earlier and have a distinct heritage. The development of community sports and sports and fitness clubs has reached a certain scale, and a sports development path has been found that suits national conditions and is in line with culture.

The article Strategic Research Thesis - Manchester United is sufficiently ballistic utilizes the SWOT model and Mintzberg's 5 P's of strategy to analyze the Manchester United club in terms of strengths, weaknesses, opportunities, threats, plan, ploy, position, and perspective. Based on the analysis's results, the authors propose the following strategies: 1. Appoint a technical director or director of football, 2. Utilize the club's youth academy to its fullest potential. By implementing some organizational restructuring and leveraging the academy's institution to uphold historical values, the club can establish a successful model and maintain it in a highly volatile environment (Singh, 2010).

Maintaining the traditions of British sport? The private sports club in the twentieth century argues that sports clubs are the cornerstone of sporting activity in the UK, providing a range of participants with the opportunity to play, socialize, and compete, but there has been little research into the ways in which they have developed over the course of the twentieth century. The study examined golf and tennis clubs, popular sports in the UK that have garnered minimal attention from scholars. It charted the evolution of these clubs, their resilience in adapting to shifting economic and social conditions, and demonstrated the resolution of crucial issues like membership, finances, and social aspects. Despite their widespread neglect, another type of private sports clubs continues to hold a unique position in the realm of community sport (Kay, 2013).

The book Sports and City: Integrative Development Strategy of Urban Green Space and Public Sports in Germany argues that Germany has made significant strides

in modern sports development. These advancements have significantly improved the physical and quality of life of German citizens, enhancing the country's international standing and speeding up city modernization. It also discusses the concepts of urbanization of sports and sports in urban space, which provide us with experience and a reference basis (He et al., 2017).

Providing for the rich? The effect of public investments in sport on sport (club) participation of vulnerable youth and adults. This study employs Bronfenbrenner's social-ecological model as a theoretical framework and utilizes multilevel logistic regression analysis to test various hypotheses using data from the Dutch Injury and Physical Activity survey. The study also examines the influence of factors such as municipal sports expenditure, policy plans, neighborhood sports coaches, and youth sports funds on sports participation while considering individual characteristics such as education level, household income, age, gender, family size, and urbanization level. The study's findings indicate that these factors have varying effects on the sports participation of adolescents and adults at different levels. Specifically, municipal sports expenditure has a significant positive impact on youth sports club participation while exhibiting different trends in adult sports club participation. Socioeconomic status and safety also significantly influence sports participation, while education level and household income play important roles in sports club and sports participation across different age groups. Furthermore, control variables such as age and gender have an impact on sports participation. Finally, the study reveals an interaction between municipal sports expenditure and individual socioeconomic status, with government expenditure and policy plans narrowing the participation gap between different groups. In conclusion, this study emphasizes the key role of government support and policy interventions in promoting sports participation, especially among groups with significant socioeconomic disparities. However, these policies may take time to produce significant effects (Hoekman et al., 2017).

In Community sports clubs: are they just playing sport, or do they have more health-promoting obligations and social responsibility, state that community sports organizations face increasing pressure to invest resources in activities that help them become socially responsible actors in society. The authors extend the concept of social responsibility beyond the realm of corporate sport to investigate the relative importance of social responsibility for community sports clubs. It is concluded that community sports clubs are primarily responsible for enhancing participation in sport, creating safe and inclusive environments, and ensuring that organizations are economically and legally sound (Robertson et al., 2019).

In Effective Management of Scarce Resources: A Case Study of American College Athletic Clubs, it states that voluntary nonprofit athletic clubs are considered to be important sport and physical activity providers in communities around the world and that their management effectiveness is important in promoting long-term

organizational health and sustainability. The management of human and financial resources is a major obstacle to club effectiveness due to a lack of volunteers and financial resources. Implications for effective management practices in a university context are presented, calling for increased education of students to support clubs' organizational effectiveness (Lower & Czekanski, 2019).

Parental socioeconomic status, adolescents' screen time and sports participation through externalizing and internalizing characteristics. This study examined the effects of parental socioeconomic status (SES) on adolescents' screen time, sport participation, and physical activity levels through their intrinsic and extrinsic characteristics. Study data were obtained from the 1986 birth cohort of Northern Finland, and multivariate path models were used to analyze associations between parental SES, adolescents' intrinsic and extrinsic behavioral problems, screen time, sports participation, and physical activity. The results showed that parents with low SES led to increased screen time through increased extrinsic behavioral problems (e.g., impulsive and aggressive behaviors) and decreased physical activity through intrinsic behavioral problems (e.g., anxiety and depression) in their adolescents. Low SES also significantly reduced the likelihood that adolescents would participate in sports, which further reduced their physical activity levels. These results highlight the complex impact of socio-economic factors and psycho-behavioral characteristics on adolescents' health behaviors and sport participation (Männikkö et al., 2020).

In *Becoming a Coach: The Essential ICF Guide* states that the GROW Model is one of the most popular coaching models in the world because of its simplicity. When followed, it is easy to memorize and provides a useful structure for problem-solving conversations, either as a coach or as a self-coaching tool. The stages can be used flexibly. The coach can start with the goal and then move to reality, but can also return to the goal stage to further clarify and refine the goal before moving on to the options stage. The list includes combinations of the GROW Model with other theories or models, like the T-GROW Model, which combines the TOPIC theory with the GROW Model (Passmore & Sinclair, 2020).

Management Model of Hockey for Excellence in the International Level for Thailand, a hockey management model aimed at international excellence for Thailand, was developed and its feasibility evaluated. The study first synthesized concepts, theories, literature, and research related to hockey management models. Subsequently, a modified Delphi technique was utilized to draft a model suitable for Thailand based on the opinions of 18 experts. Finally, the practicality and feasibility of the model were assessed through in-depth interviews with nine individuals from the hockey community. The research, based on the POLC management principles and the 4M SPLISS model, examined the current status and challenges of hockey development in Thailand, including issues such as poor management, inadequate training facilities, and lack of international competition experience. The proposed management model

consists of planning, organizing, directing, and implementing, as well as controlling and evaluating, considering factors such as personnel, budget, facilities, and management resources. Experts unanimously agreed on the importance of long-term planning, international cooperation, continuous training and competition organization, as well as systematic supervision and evaluation for the international development of hockey in Thailand. The study also recommended enhancing coach and referee training, improving training facility standards, and increasing opportunities for participation in international competitions. In summary, this study, through a systematic literature review and expert opinions, has put forward a hockey management model suitable for Thailand, providing both theoretical basis and practical guidance for the development of hockey in Thailand and serving as a reference for sports management in other developing countries. Future research could further validate this model's practical application and explore its applicability in other sports projects (Shongpranam et al., 2021).

In The effect of the 1:1 coaching and the example ideas with the GROW Model on the creativity of new product development ideas, the effect of the 1:1 coaching and the example ideas with the GROW Model on the creativity of new product ideas was conducted. A panel of experts randomly assigned participants to a 1:1 mentoring group, a sample idea group, and a control group, assessing the innovativeness, adaptability, and willingness to pay prices of the participants' ideas. The study's findings showed that 1:1 coaching using the GROW Model had a significant impact on the creativity of new product ideas, particularly a positive impact on innovativeness. The sample idea group scored the lowest in terms of innovativeness and adaptability, which had a negative impact on the idea's creativity. Based on these findings, the possibilities and drawbacks of mentoring in the job or context where the ideas were presented are discussed, along with research suggestions (Hyeonhee Hwang et al., 2021).

This study, titled Reflections on the Operation Mode of German Sports Clubs and Its Enlightenment, employs a variety of methods, including literature, comparative analysis, and expert interviews, to delve deeply into the operation mode of German sports clubs and their significant contributions to the fields of mass sports, competitive sports, and the sports industry. Combined with the actual situation in China, the following suggestions are put forward: First, it is necessary to continuously improve the relevant policies and regulations to ensure that social sports clubs can obtain a favorable development environment and support. This will help promote the successful and fast development of these clubs. Secondly, the construction and provision of hardware and software related to social sports clubs should be strengthened to lay a solid foundation for their development. This includes support for facility construction, talent training, operation, and management. Thirdly, there is a need to strengthen the operational guidance, industry support, and supervision of



social sports clubs by sports departments and individual associations at all levels. This will help to energize these clubs' high-quality development and ensure their legal and compliant operation in competitive sports. Lastly, social sports clubs should be encouraged to innovate their operation methods and actively seek diversified funding channels. This will help to improve their economic sustainability and encourage the development of social sports (Hou, 2021).

Socioeconomic Inequities in Youth Participation in Physical Activity and Sports, a study of a cross-sectional survey of 1,038 students in grades 5-12 in King County, Washington, provides an in-depth look at the social economic factors on youth sports participation. The study found that socioeconomic status was significantly associated with adolescent physical activity participation. Children from low-income families faced significant barriers to physical activity and sports participation, including the high cost of playing sports, transportation issues, and feeling unwelcome on a team. Children from higher-income families, on the other hand, were more likely to meet recommended daily physical activity standards and to participate in organized sports. Specifically, children from low-income families participated in physical activity fewer days per week, tried fewer sports, and even had significantly lower participation rates in organized sports than children from middle- and high-income families. In addition, the study found that about 27 percent of children in low-income families reported that the high cost of sports was a major barrier, compared to less than 17 percent of middle- and upper-income families who reported this problem. The study suggests that policy and cross-sectoral collaboration, such as reducing the cost of sport, providing transport support, and increasing community sports facilities, can address these socio-economic barriers. Such measures effectively promote equity in sports activities, ensuring that all young people have the opportunity to participate. This study not only reveals the far-reaching impact of socioeconomic factors on youth sports participation, but also provides an empirical basis for the development of policies and measures to reduce health disparities arising from socio-economic inequalities. (Tandon et al., 2021)

Conducted a study titled The Sport Projects Management Guidelines for Competition Excellence of Mae Chan Wittayakhom School using questionnaire surveys and focus group discussions, combining qualitative and quantitative research methods to explore the current status and influencing factors of Mae Chan Wittayakhom School in sports project management. The study utilized the 4M theory (manpower, money, material, management) and the POLC model (planning, organizing, leading, controlling) as foundational theories. The results indicated that the school performed well in budget and facility management but was relatively average in material management and management practices. Key factors influencing project management included insufficient knowledge and quantity of personnel, inadequate budget, and lack of material resources. The management guidelines

proposed by the author emphasize raising project awareness among relevant personnel, clarifying goals and responsibilities, adjusting organizational structure, allocating resources reasonably, establishing clear policies, motivating team members, establishing an effective budget control system, and monitoring and evaluating project progress regularly. Implementing these strategies can enhance the competitiveness and excellence of school sports projects, thereby promoting the overall level of sports (Kiattikulphakdee, 2021).

In the study *Strategic Football Management: Financial Analysis of the Portuguese Big Three Football Clubs*, focusing on the strategy development and implementation of the most financially sound clubs. Using SWOT Model and the Five Forces Framework, the three top clubs in Portugal, Sporting CP, FC Porto and S.L. Benfica, were analyzed in terms of their finances, and the results were that the three clubs are in a good financial situation compared to the domestic clubs in Portugal, with a balance between revenues and expenditures and a certain amount of income, but they are not as financially sound as the top clubs in Europe, such as Manchester United FC and FC Barcelona, there is still a certain gap between the three clubs, and they have formulated a strategy for future development, including: continue to strengthen the improvement of athletic ability to improve performance, reasonable development of performance indicators, strengthen the club's product online sales, establish the best youth training department, and reasonably formulate the salary structure of the players to reduce unnecessary expenditures to ensure that the clubs will continue to maintain good financial situation in the future. Financial situation (Perino, 2022).

The article *Professional development in an institution through the GROW Model* states that the GROW Model is a new model of professional development training for teachers, which helps them to improve their professional skills and teaching quality in a short period of time through four steps: goals, realities, options, and willingness. While Western countries have widely used it with significant results, its implementation in developing countries like Bangladesh faces numerous challenges, such as insufficient support from the education system, low acceptance of the new model by teachers, and a lack of systematic training resources. The study used literature analysis and synthesis of personal experiences to synthesize the effectiveness and challenges of the GROW Model in professional development and to assess its implementation in different educational institutions. The study's findings show that the GROW Model is effective in improving teachers' professional skills and teaching quality, but its successful implementation depends on the support of educational management, active teacher participation, and systematic training programs. Furthermore, the study suggests several implementation strategies, such as raising awareness of the model among management and teachers, providing ongoing training support, and developing specific action plans to ensure its effective

application. By systematically reviewing and analyzing the existing literature, the study provides theoretical support and practical guidance for the application of the GROW Model in education, emphasizes the importance of continuous professional development, and provides a strong basis for reforming the education system and improving teacher professionalism. (Rahman, 2023)

The study *Analysis of Agglomeration Patterns and Formation Mechanisms of Professional Sports Cities in China, the United States, and European Countries* explores the distribution characteristics and formation mechanisms of professional sports cities in China, the United States, and European countries using a literature data analysis method. The background of the study is that professional sports have become an important part of urban development in the context of globalization, and the distribution of professional sports clubs reflects obvious spatial agglomeration characteristics. The research methodology includes statistical analyses of the urban distribution of professional sports clubs in China, the United States, and Europe, as well as an in-depth exploration of related economic, cultural, and policy factors. By collecting and analyzing data on the urban distribution of the CBA and CSL in China, the four major professional leagues in the United States (NFL, MLB, NBA, NHL), and the five major football leagues in Europe (English Premier League (EPL), Italian Serie A (Serie A), German Bundesliga (Bundesliga), Spanish La Liga (La Liga), and French Ligue 1 (Ligue 2)), the study was interpreted in conjunction with literature. The theory is based on the economic principle of the Matthew Effect, which states that resource-rich regions will attract more resources, thus widening the gap. Whether it's China's CBA and CSL or the top professional sports leagues in the United States and Europe, the study's results reveal that these clubs, mostly concentrated in economically developed regions, have achieved a virtuous circle of inputs and revenues through market-based operations. Chinese professional sports clubs primarily cluster in economically developed southeastern coastal areas like Beijing, Guangdong, and Shanghai, while American clubs concentrate in economically robust states like California, New York, and Texas, and European clubs concentrate in major cities such as the UK, Germany, Spain, Italy, and France. The study concludes that the agglomeration characteristics of professional sports cities are the result of a combination of factors, including economic factors in the early days and economic and cultural factors in the current stage of city business philosophy. City governments have actively attracted professional sports clubs to settle in their cities by providing venues, tax breaks, and financial support to enhance the city's popularity and influence. These factors work together to make professional sports cities exhibit significant spatial agglomeration characteristics.

The application, contribution, and limitations of the GROW Model, 4M Management Theory, and SWOT Analysis in the management of youth football clubs are summarized. Firstly, researchers have extensively researched the GROW model to

enhance individual psychological quality and improve business management, but its application in sports management remains uncertain. Second, the 4M management theory, which emphasizes the effective integration of manpower, money, materials, and management, is a mature theory that has been widely applied in Thailand and significantly improves the resource utilization and management efficiency of sports organizations, but there is a lack of application cases in sports organizations in other countries. On the other hand, the SWOT analysis has assisted clubs in identifying both internal and external factors, enabling them to formulate more targeted strategies that enhance their adaptability and competitiveness. However, its effectiveness is heavily reliant on external factors. However, it heavily relies on the external environment, and its timeliness and accuracy can be limited in a rapidly changing market environment. Overall, these theories offer a robust theoretical framework and research concepts for this study, highlighting the issues in youth football club management that require improvement to ensure sustainable development and integrated club management.

## 2.7 Theoretical Framework of the Study

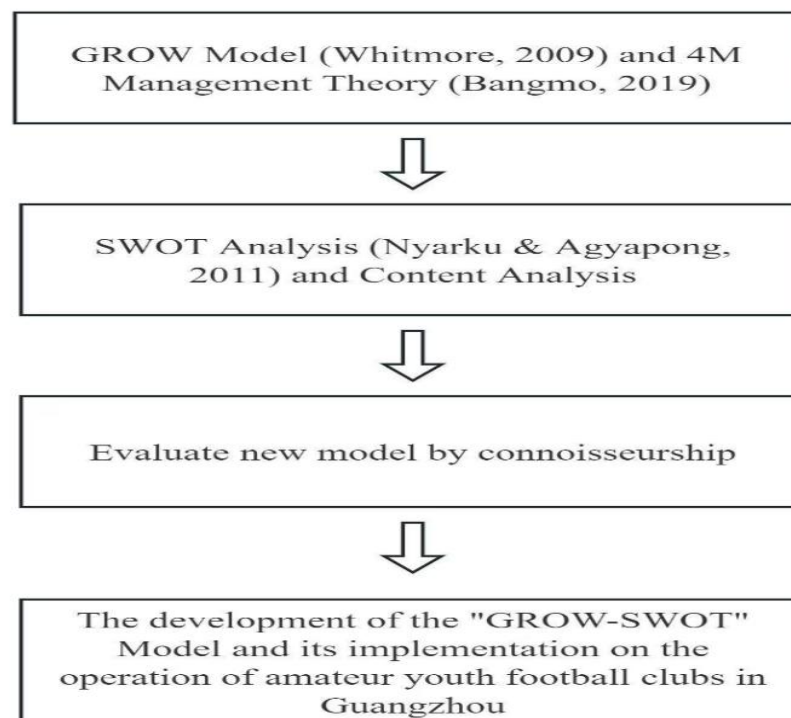


Figure 8 Theoretical Framework of the Study

## Chapter 3

### Research Methodology

#### 3.1 Types of Research Method

This study innovatively combined the GROW Model and 4M Management Theory with the SWOT Analysis to promote the development of the operating model of amateur youth football clubs in Guangzhou. The study used the Research and Development (R & D) methodology, which combined quantitative and qualitative analysis. Qualitative analysis was the analysis of relevant literature and interview content, quantitative analysis was mainly through a questionnaire survey, data analysis.

#### 3.2 Research Design

This research involved organizing relevant literature, designing a survey for consumers of amateur youth football clubs in Guangzhou, and combining the GROW Model with the 4M Management Theory. It also included interviews with managers, coaches, and consumers of amateur youth football clubs in Guangzhou to investigate the clubs' current development status. Information on club operations was gathered from the participants to analyze management models, years in operation, current issues, development plans, human resources, and other factors, ultimately assessing the club's operational status. The questionnaire data was comprehensively analyzed and ranked using SWOT Analysis combined with the GROW Model's Goal, Reality, Option, Will factors and the 4M Management Theory's Management, Money, Man, Material factors. Descriptive statistics combined with the GROW Model and the 4M Management Theory were used to analyze the interview content. A new operational model for amateur youth football clubs in Guangzhou was derived through qualitative and quantitative analysis, and the final model was evaluated using connoisseurship.

#### 3.3 Research Methods

1. Literature analysis of Guangzhou amateur youth football club operation model and GROW Model, 4M Management Theory, SWOT Analysis, and literature on the application of GROW Model, 4M Management Theory, SWOT Analysis in the field of sports,

2. Questionnaire survey, combining the four factors of GROW Model, Goal, Reality, Option, and Will, and the four factors of 4M Management Theory,

Management, Money, Man, and Material, to set up a questionnaire and conduct a survey on the consumers of amateur youth football clubs in Guangzhou,

3. Interviews, combining the four factors of Goal, Reality, Option, and Will of the GROW Model and the four factors of Management, Money, Man, and Material of the 4M Management Theory to design the interview content for the stakeholders (managers, coaches, and consumers) of amateur youth football clubs in Guangzhou.

### 3.4 Research Tool

#### 3.4.1 Establishment of research tools

##### Information collection and analysis

1. The aim is to gather and scrutinize the existing literature on sports management, sports clubs, and the operational models of youth football clubs.

2. Collect and analyze literature on applying the GROW Model, 4M Management Theory, and SWOT Analysis to business operation models and sports.

3. Using a documentation form, summarize the collected literature, focusing on the research questions, basic theoretical analyses, research design ideas and variables, research conclusions, and relevance to this study.

##### 3.4.2 Questionnaire design

1. Relevant books and research questionnaire design literature are available.

2. Use relevant concepts, ideas, and literature on the GROW Model, 4M Management Theory, and SWOT Analysis to design a questionnaire based on the GROW Model's four factors of Goal, Reality, Option, and Will and the 4M Management Theory's four factors of Management, Money, Man, and Material (Likert Kettle's 5-level rating scale).

3. Following the preliminary survey, distribute the questionnaire to 185 consumers in three large-scale amateur youth football clubs in Guangzhou.

4. Three experts in related fields evaluated and improved the questionnaire.

5. Invited three experts to test the validity of the questionnaire using the IOC method, and the results ranged from 0.6 to 1.00.

6. Selected 30 people to test the questionnaire's reliability, with a Cronbach's alpha of 0.978.

Cronbach Reliability Analysis		
Quantities	sample size	Cronbach $\alpha$
41	30	0.978

### 3.4.3 Interview design

1. Researching relevant literature to design interview questions,
2. Concepts, ideas, and literature related to the GROW Model, 4M Management Theory, and SWOT Analysis, with a focus on the four factors of the GROW Model (Goal, Reality, Option, and Will), the four factors of the 4M Management Theory (Management, Money, Man, and Material), and the club's operating model. Conceptual design of interview questions,
3. Invited three experts to test the validity of the interview question using the IOC method, and the results ranged from 0.6 to 1.00.
4. Conducting interviews with 30 stakeholders (15 managers, 10 coaches, and 5 consumers) of amateur youth football clubs in Guangzhou.

### 3.5 Research Process

This study adopts the R&D method, with the research process primarily comprising four main steps: research (R1), development (D1), implementation (R2), and evaluation (D2).

#### 3.5.1 Research R1, investigate and analyze the current operating status of amateur youth football clubs in Guangzhou,

##### Research Objectives:

1. A literature review was used to analyze the basic operation mode of Chinese and international youth football clubs.
2. A literature review was used to analyze the basic operation mode of amateur youth football clubs in Guangzhou.
3. Conduct a questionnaire survey on the current state of operations in Guangzhou amateur youth football clubs.
4. Conduct interviews with relevant stakeholders (managers, coaches, consumers) of amateur youth football clubs in Guangzhou.

#### 3.5.2 Develop D1, to develop the new model created by the model theory,

1. The information acquired from the questionnaire was condensed, arranged, and examined. The questionnaire data were analyzed using SWOT Analysis, which incorporates the four factors of Goal, Reality, Option, and Will from the GROW Model, as well as the four factors of Management, Money, Man, and Material from the 4M Management Theory. The analysis focused on identifying Strengths, Weaknesses, Opportunities, and Threats, which were then ranked and filtered to develop the initial model.
2. Summarize, organize, and analyze the data obtained from the interviews. Use SWOT Analysis combined with the GROW Model and the 4M Management Theory to conduct descriptive analysis of the interview content, combined with the initial model established based on the questionnaire data, to establish a new model.

### **3.5.3 Evaluate R2, development of a new model through connoisseurship assessment,**

In order to better apply the PALCE Model of developing operational of amateur youth football clubs in Guangzhou, evaluate the feasibility of the new PLACE Model of applying the P-Parental support, L-Love of youth for football, A- Amenities and facilities, C-Coaches' comprehensive level, and E-Economic environment five factors.

1. Prepare an outline of questions for the Connoisseurship to validate the rationality, feasibility, and implementation details of the new operating model,

2. Nine experts were invited to assess the new operating model, assess its rationality, feasibility and scalability, analyze the strengths and weaknesses of the new PLACE Model and make suggestions for improvement.

3 professors of sports at the university of Guangzhou,

2 Managers of amateur youth football clubs in Guangzhou,

1 Senior Manager of Guangzhou football club,

1 Senior Coach in youth football training in Guangzhou,

1 Spanish youth football training expert,

1 expert from the football association,

Collect and summarize expert opinions.

### **3.5.4 Improvement D2, improve and optimize the new PLACE Model according to Connoisseurship and build the final model,**

1. Summarize the current situation of amateur youth football clubs in Guangzhou,

2. Discuss and improve the new PLACE model according to Connoisseurship's opinion,

3. Establish the PLACE Model for the operation of amateur youth football clubs in Guangzhou.

4. Establish the manual of the PLACE Model and apply it to the operation of amateur youth football clubs in Guangzhou.

5. Designing the interview outline for implementing the PLACE Model and passing the IOC scores of the three experts,

6. Conducting interviews with 15 stakeholders (5 managers, 5 coaches, and 5 consumers) of amateur youth football clubs in Guangzhou and optimizing and improving the manual for using the PLACE Model based on the interviews.



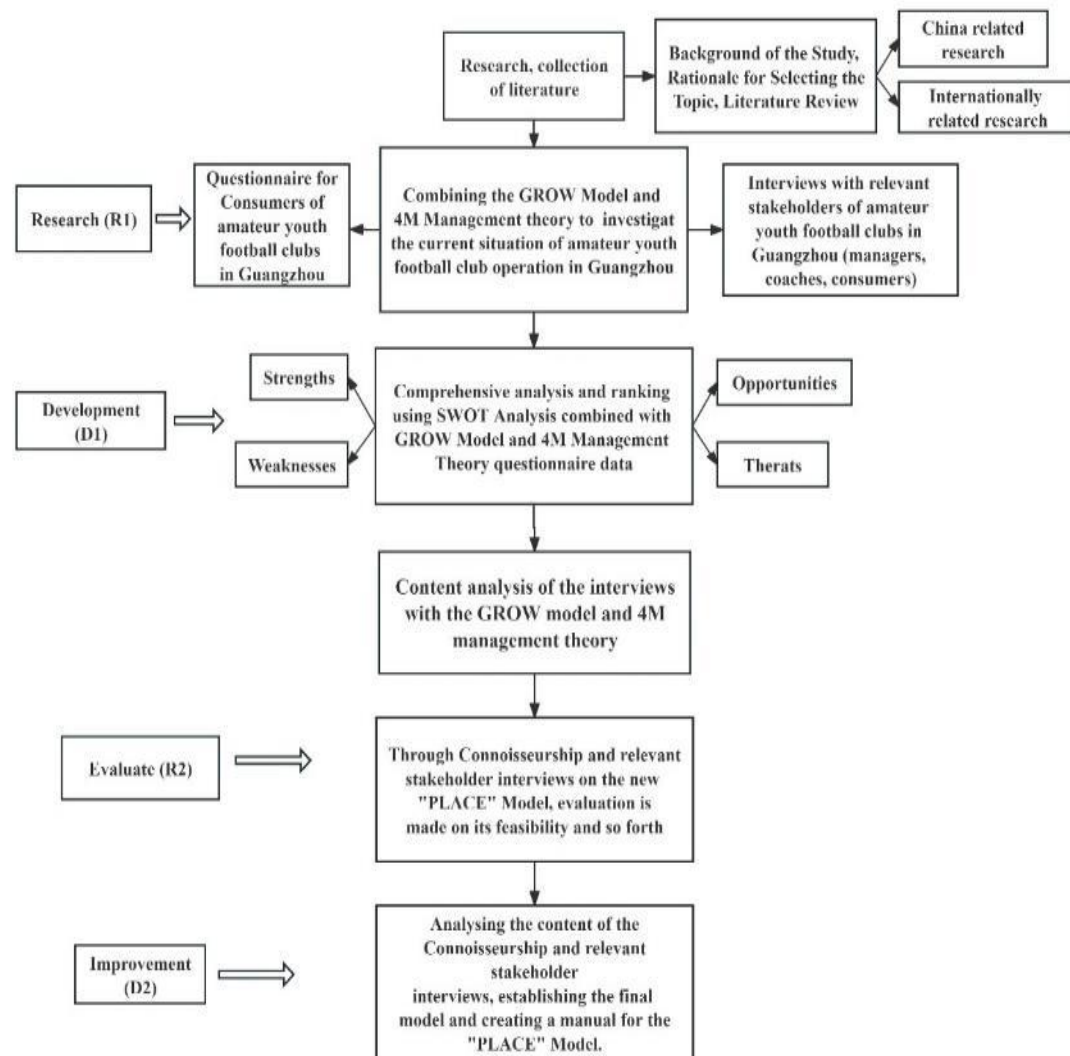


Figure 9 Research process

### 3.6 Data Collection

The data mainly come from literature, questionnaire surveys, and expert interviews.

#### 3.6.1 Literature

Discover and collect information by consulting relevant books, newspapers, magazines, websites, and other channels at home and abroad. Firstly, gather up-to-date information from the knowledge network and carefully select relevant literature that covers topics such as the GROW Model, 4M Management Theory, SWOT Analysis, Sports Management, Business Operation, and other related theories and disciplines. This will aid in analyzing the current state of football and club operations. The research literature on the current state of youth football club

operations will also aid in clarifying the research ideas. The research literature on the current state of youth football club operations will inform this study's methods and means, offering theoretical support and practical guidance.

### **3.6.2 Questionnaire survey**

This study employs a questionnaire survey to examine the operational conditions of the sample clubs, utilizing both an electronic network version and a paper version.

### **3.6.3 Interviews**

Face-to-face and telephone interviews were conducted with relevant stakeholders (managers, coaches, consumers) of amateur youth football clubs in Guangzhou.

## **3.7 Data Analysis**

For the data information obtained from the data investigation and analysis, a database is established, and the data analysis function of Excel statistical analysis is used to carry out descriptive statistics of the data, such as frequency distribution, percentage, mean, and standard deviation calculation. After statistical processing of the data information, systematic analysis is carried out to analyze and study the operation of the club from the perspective of each element, to think and study the managers, coaches, marketing, operation, and other issues from a global perspective, and to put forward a set of operational measures in line with the current situation. Combined with professional theoretical knowledge, effective typical indicators are identified to construct a new model for the operation of amateur youth football clubs in Guangzhou.



## Chapter 4

### Results of Data Analysis

To develop the GROW-SWOT model and its implementation in the operation of amateur youth football clubs in Guangzhou, this study examines the current situation of amateur youth football clubs in Guangzhou. The aim of this study is to assist amateur youth football clubs in Guangzhou in achieving efficient and sustainable development, and to evaluate the feasibility of developing the GROW-SWOT model under the operational mode of these clubs. The research results into the following three parts:

1. To study the current situation of amateur youth football clubs in Guangzhou,
2. To development of the GROW-SWOT Model with 4M Management Theory and its implementation on the operation of amateur youth football clubs in Guangzhou,
3. To evaluate the feasibility of the development Model on the operation of amateur youth football clubs in Guangzhou.

#### **4.1 The research results of the current situation of amateur youth football clubs in Guangzhou, with consumers as the research subjects, aim to develop a new GROW-SWOT Model.**

The questionnaire survey results for consumers of the amateur youth football club in Guangzhou are divided into the following three parts.

##### **4.1.1 Analysis of Individual Factors of Consumers of Amateur Youth Football Clubs in Guangzhou.**

Researchers conducted a questionnaire survey among the consumers of amateur youth football clubs in Guangzhou. The survey included the ages and grades of youth participating in training, competition, and other activities at amateur youth football clubs in Guangzhou. The analysis was done using frequency and percentage. Although Guangzhou's amateur youth football clubs serve youth, the ultimate decision-makers for consumption are their parents. Considering that younger youth may not understand the questionnaire well and answer questions effectively, the questionnaires were filled out by the parents of youth participating in training matches and other activities at amateur youth football clubs in Guangzhou. The detailed analysis results are shown in Table 2.

Table 2: Analysis of individual factors of consumers of amateur youth football clubs in Guangzhou.

n=185

Information on Individual Factors	Frequency	Percentage
<b>Age</b>		
6 years old	8	4.32%
7years old	25	13.52%
8years old	28	15.14%
9years old	23	12.43%
10years old	16	8.65%
11years old	21	11.35%
12years old	33	17.84%
13years old	14	7.57%
14years old	9	4.86%
15years old	8	4.32%
Total	185	100%
<b>Grade</b>		
Primary 1	18	8.65%
Primary 2	26	14.05%
Primary 3	21	11.35%
Primary 4	28	15.14%
Primary 5	23	12.43%
Primary 6	35	18.92%
Junior high school grade 1	13	7.03%
Junior high school grade 2	11	5.95%
Junior high school grade 3	12	6.48
Total	185	100

Table 2 reveals that currently, the majority of young individuals joining amateur youth football clubs in Guangzhou are aged 12 years old, accounting for 17.84%, followed by those aged 8 years old at 28, accounting for 15.14%, and the least number are those aged 6 years old and 15 years old, both of whom are 8, accounting for 4.32%. When it comes to grade, elementary school grade 6 has the highest number at 35, accounting for 18.92%, followed by primary school grade 4 at 28, accounting for 15.14%, and junior high school grade 2 with 11 students, accounting for 5.95% 18.92%, followed by grade 4 of elementary school with 28 individuals, accounting for 15.14%, and grade 2 of junior high school with 11 individuals, accounting for 5.95%, is the least populated grade.

#### 4.1.2 Analysis of the Operation Status of Amateur Youth Football Clubs in Guangzhou Based on the GROW Model.

Based on the GROW Model, researchers conducted a survey on consumers of amateur youth football clubs in Guangzhou, which included questions on Goal, Reality, Option, and Will, followed by descriptive statistics using Means and Standard Deviations.

Table 3: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Goal.

n=185

No	Goal	$\bar{X}$	S.D.	Rank
3	The development objectives of the club align with your personal needs.	3.50	0.83	1
5	The charges of the club are consistent with your expectations.	3.42	0.66	2
4	The reasonableness of the goals set by the club.	3.22	0.69	3
6	You understand the club's development goals	2.97	0.82	4
7	well.Chinese football has excellent high-quality star athletes to lead young people in participating in football sports.	2.78	0.85	5
Total		3.18	0.82	

Table 3 reveals that can be seen that the average scores of the Goal in the operation of amateur youth football clubs in Guangzhou are at a moderate level ( $\bar{X}$ = 3.18, S.D. = 0.82). When analyzing each aspect, it is found that the average value in terms of the development objectives of the club align with your personal needs. (Table 2 reveals that can be seen that the average scores of the Goal in the operation of amateur youth football clubs in Guangzhou are at a moderate level (Table 2 reveals that can be seen that the average scores of the Goal in the operation of amateur youth football clubs in Guangzhou are at a moderate level ( $\bar{X}$ = 3.18, S.D. = 0.82). When analyzing each aspect, it is found that the average value in terms of the development objectives of the club align with your personal needs. ( $\bar{X}$ = 3.50, S.D. = 0.83), followed by the charges of the club are consistent with your expectations. ( $\bar{X}$ = 3.42, S.D. = 0.66), and Chinese football has excellent high-quality star athletes to lead young people in participating in football sports. is the lowest ( $\bar{X}$ = 2.78, S.D. = 0.85). When analyzing each aspect, it is found that the average value in terms of The development objectives of the club align with your personal needs.' ( $\bar{X}$ = 3.50, S.D. = 0.83), followed by the charges of the club are consistent with your expectations. ( $\bar{X}$ = 3.42, S.D. = 0.66), and Chinese football has excellent high-quality star athletes to lead young people in participating in football sports. is the lowest ( $\bar{X}$ = 2.78, S.D. = 0.85).

followed by the charges of the club are consistent with your expectations. ( $\bar{X}$ = 3.42, S.D. = 0.66), and Chinese football has excellent high-quality star athletes to lead young people in participating in football sports. is the lowest ( $\bar{X}$ = 2.78, S.D.= 0.85).

Table 4: Means and Standard Deviations in the operation of amateur youth football clubs in Guangzhou in terms of Reality.

n=185				
No	Reality	$\bar{X}$	S.D.	Rank
13	The extent of your support for your child's participation in amateur football club training.	4.37	0.68	1
15	Your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	0.59	2
9	The current amenities and facilities of the club are sufficient.	4.25	0.67	3
12	Your satisfaction with the comprehensive level of coaching staff at the club	4.03	0.68	4
24	Your current club has a great reputation and reach.	3.97	0.72	5
10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	0.79	6
8	Guangzhou has a favorable environment for youth football.	3.92	0.59	7
16	Academic pressure from school is not a significant factor influencing young people's participation in club activities.	3.88	0.94	8
20	Your satisfaction with the quality of training and competition at the club	3.78	0.82	9
23	Your satisfaction with the effect of your training at the club.	3.65	0.57	10
11	The club has effectively communicated and exchanged ideas with you.	3.54	0.69	11
19	Economic pressures from the family do not affect youths' participation in club activities.	3.43	0.68	12
18	Spending at your current club does not put a financial pressure on you.	3.40	0.82	13
17	Your family's spending on sports has increased compared to the past.	3.37	0.66	14
14	Excessive use of electronics by youth does not affect their participation in physical activity.	3.29	0.73	15
Total		3.81	0.79	

Table 4 reveals that can be observed that the average score of the Reality of amateur youth football clubs in Guangzhou is at a relatively high level ( $\bar{X}$ = 3.80, S.D. = 0.79). When analyzing each factor, the extent of your support for your child's participation in amateur football club training has the highest average score. ( $\bar{X}$ = 4.37,

S.D.= 0.68), followed by Your child has chosen to join an amateur youth football club due to a passion for the sport. ( $\bar{X}$ = 4.30, S.D. = 0.59), and third is the current amenities and facilities of the club are sufficient. ( $\bar{X}$ = 4.25, S.D.= 0.67). The average score for the excessive use of electronic products among youths is an important factor that affects their participation in sports activities. is the lowest ( $\bar{X}$ = 3.29, S.D.= 0.73).

Table 5: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Option.

n=185				
No	Option	$\bar{X}$	S.D.	Rank
28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	0.61	1
27	The timing of activities arranged by the club is reasonable.	3.56	0.71	2
33	The club offers an excellent plan for youth players.	3.54	0.59	3
21	The club provides excellent amenities for the development of youths.	3.51	0.70	4
30	You can provide feedback to the club and have a positive effect.	3.50	0.66	5
29	You are only willing to let your child participate in football activities, not in activities of other programs.	3.38	0.88	6
35	The plan devised by the club is flexible and has alternative plans.	3.38	0.60	7
26	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.	3.20	0.68	8
34	The club has a development plan tailored to each youth player.	3.18	0.69	9
32	The relevant departments of Guangzhou have provided significant assistance in the development of amateur youth football clubs.	3.08	0.60	10
31	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	2.75	0.85	11
Total		3.35	0.74	

Table 5 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Options is at a medium level ( $\bar{X}$ = 3.35, S.D. =0.74), and when analyzing each of these factors, Other amateur youth football clubs in Guangzhou have better advantages. has the highest average score ( $\bar{X}$ = 3.79, S.D. = 0.61), followed by the timing of activities arranged by the club is reasonable. ( $\bar{X}$ = 3.56, S.D. = 0.71), followed by the club offers an excellent plan for youth players ( $\bar{X}$ = 3.54, S.D. = 0.59), and the performance of adult teams in Chinese football may influence you or your child's decision to join an amateur youth football club. lowest mean score ( $\bar{X}$ = 2.75, S.D. = 0.85).

Table 6: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Will.

n=185				
No	Will	$\bar{X}$	S.D.	Rank
39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	0.82	1
37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	0.60	2
38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	0.61	3
40	Currently the club has diversified its revenue measures to increase income.	3.54	0.94	4
22	The club fully utilized the favorable policies of China's youth football development.	3.36	0.66	5
41	The internet and big data have enabled clubs to execute their plans more effectively.	3.20	0.60	6
25	Based on the double reduction policy, youths have more leisure time to participate in football sports.	3.17	0.79	7
36	The promotional measures of the club are very effective.	2.92	0.78	8
Total		3.44	0.80	

Table 6 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Will is at a medium level ( $\bar{X}$ = 3.44, S.D. = 0.80), and when analysis each of these factors, it can be seen that the developed economic level of Guangzhou can promote the development of amateur youth football clubs. has the highest mean score ( $\bar{X}$ = 3.98, S.D. = 0.82), followed by the club possesses excellent execution capabilities that ensure the completion of plans. ( $\bar{X}$ = 3.70, S.D. = 0.60), followed by the club provide rewards for active participation in activities or exhibiting good behavior. ( $\bar{X}$ = 3.62, S.D. = 0.61), and the promotional measures of the club are very effective. had the lowest mean ( $\bar{X}$ = 2.92, S.D. = 0.78).

#### **4.1.3 Analysis of the operation status of amateur youth football clubs in Guangzhou based on the 4M Management Theory.**

The researcher analyzed a survey of consumers of amateur youth football clubs in Guangzhou based on the 4M Management Theory, which included questions on four areas. Management, Money, Man and Material, and then descriptive statistics using mean and standard deviation.



Table 7: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Management.

n=185				
No	Management	$\bar{X}$	S.D.	Rank
24	Your current club has a great reputation and reach.	3.97	0.72	1
20	Your satisfaction with the quality of training and competition at the club	3.78	0.82	2
23	Your satisfaction with the effect of your training at the club.	3.65	0.57	3
37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	0.60	4
27	The timing of activities arranged by the club is reasonable.	3.56	0.71	5
11	The club has effectively communicated and exchanged ideas with you.	3.54	0.69	6
33	The club offers an excellent plan for youth players.	3.54	0.59	7
21	The club provides excellent amenities for the development of youths.	3.51	0.70	8
30	You can provide feedback to the club and have a positive effect.	3.50	0.66	9
35	The plan devised by the club is flexible and has alternative plans.	3.38	0.60	10
4	The reasonableness of the goals set by the club.	3.22	0.69	
34	The club has a development plan tailored to each youth player.	3.18	0.69	11
6	You understand the club's development goals well.	2.97	0.82	12
36	The promotional measures of the club are very effective.	2.92	0.18	13
Total		3.45	0.75	14

Table 7 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Management is at a medium level ( $\bar{X}$ = 3.45, S.D. = 0.75), and when analysis each of these factors, it can be seen that The club has a strong reputation and influence has the highest mean score ( $\bar{X}$ = 3.97, S.D. = 0.72), followed by The club has performed well in terms of the quality of training and matches ( $\bar{X}$ = 3.78,S.D. = 0.82), followed by The training effectiveness of the club is excellent ( $\bar{X}$ = 3.65, S.D. = 0.57), and The promotional measures of the club are very effective had the lowest mean ( $\bar{X}$ = 2.92, S.D. = 0.78).

Table 8: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Money.

n=185

No	Money	$\bar{X}$	S.D.	Rank
39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	0.82	1
38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	0.61	2
40	Currently the club has diversified its revenue measures to increase income	3.54	0.94	3
19	Economic pressures from the family do not affect youths' participation in club activities.	3.43	0.68	4
5	The charges of the club are consistent with your expectations.	3.42	0.66	5
18	Spending at your current club does not put a financial pressure on you.	3.40	0.82	6
17	Your family's spending on sports has increased compared to the past.	3.37	0.66	7
Total		3.54	0.77	

Table 8 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Money is at a medium level ( $\bar{X}= 3.51$ , S.D. = 0.77), and when analysis each of these factors, it can be seen that the developed economic level of Guangzhou can promote the development of amateur youth football clubs has the highest mean score ( $\bar{X}= 3.98$ , S.D. = 0.82), followed by the club provide rewards for active participation in activities or exhibiting good behavior ( $\bar{X}= 3.62$ , S.D. = 0.61), followed by the club needs to implement measures to expand its revenues in the future ( $\bar{X}= 3.54$ , S.D. = 0.94), and Your family's spending on sports has increased compared to the past had the lowest mean ( $\bar{X}= 3.37$ , S.D. = 0.66).

Table 9: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Man

n=185

No	Man	$\bar{X}$	S.D.	Rank
13	The extent of your support for your child's participation in amateur football club training.	4.37	0.68	1
15	Your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	0.59	2
12	Your satisfaction with the comprehensive level of coaching staff at the club	4.03	0.68	3
3	The development objectives of the club align with your personal needs.	3.50	0.83	4
7	Chinese football has excellent high-quality star athletes to lead young people in participating in football sports.	2.78	0.85	5
31	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	2.75	0.85	6
Total		3.62	1.01	

Table 9 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Man is at a medium level ( $\bar{X}$ = 3.62, S.D. = 1.01), and when analysis each of these factors, it can be seen that The extent of your support for your child's participation in amateur football club training' has the highest mean score ( $\bar{X}$ = 4.37, S.D. = 0.68), followed by Your child has chosen to join an amateur youth football club due to a passion for the sport ( $\bar{X}$ = 4.30, S.D. = 0.59), followed by The coaching team of the club demonstrates a high standard ( $\bar{X}$ = 4.03, S.D. = 0.68), and Impact of The performance of adult teams in Chinese football may influence you or your child's decision to join an amateur youth football club had the lowest mean ( $\bar{X}$ = 2.75, S.D. = 0.85).

Table 10: Means and Standard Deviations of amateur youth football clubs operating in Guangzhou in terms of Material.

n=185				
No	Material	$\bar{X}$	S.D.	Rank
9	The current amenities and facilities of the club are sufficient.	4.25	0.67	1
10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	0.79	2
8	Guangzhou has a favorable environment for youth football.	3.92	0.59	3
16	Academic pressure from school is not a significant factor influencing young people's participation in club activities.	3.88	0.94	4
28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	0.61	5
29	You are only willing to let your child participate in football activities, not in activities of other programs.	3.38	0.88	6
22	The club fully utilized the favorable policies of China's youth football development.	3.36	0.66	7
14	Excessive use of electronics by youth does not affect their participation in physical activity.	3.29	0.73	8
26	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.	3.20	0.68	9
41	The internet and big data have enabled clubs to execute their plans more effectively.	3.20	0.60	10
25	Based on the double reduction policy, youths have more leisure time to participate in football sports.	3.17	0.79	11
32	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	3.08	0.60	12
Total		3.54	0.81	

Table 10 reveals that can be seen that the average score in the operation of amateur youth football clubs in Guangzhou in terms of Material is at a medium level ( $\bar{X}$ = 3.54, S.D. = 0.81), and when analysis each of these factors, it can be seen that The current amenities and facilities of the club are sufficient has the highest mean score ( $\bar{X}$ = 4.25, S.D. = 0.67), followed by Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football ( $\bar{X}$ = 3.92, S.D. = 0.59), followed by Guangzhou has a favorable environment for youth football ( $\bar{X}$ = 3.92, S.D. = 0.79), and The performance of adult teams in Chinese football may influence you or your child's decision to join an amateur youth football club had the lowest mean ( $\bar{X}$ = 3.08, S.D. = 0.60).

## **4.2 To develop a new model through SWOT Analysis of survey data from amateur football clubs in Guangzhou.**

### **4.2.1 Analysis of the operation of Guangzhou amateur youth football Club based on SWOT Analysis.**

The GROW Model and 4M Management Theory combine with the data from the questionnaire survey to divide the SWOT Analysis method into internal capability factors and external environment factors, listing the strengths and weaknesses as well as potential opportunities and threats of Guangzhou amateur youth football clubs.



Table 11: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou

Strengths					
Theory	No	Topic	$\bar{X}$	Rank	
GROW Model	Goal	3	The development objectives of the club align with your personal needs.	3.50	1
	Reality	15	You or your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	1
		9	The current amenities and facilities of the club are sufficient.	4.25	2
		12	Your satisfaction with the comprehensive level of coaching staff at the club	4.03	3
		24	Your current club has a great reputation and reach.	3.97	4
		16	Academic pressure from school is not a significant factor influencing young people's participation in club activities.	3.88	5
		20	Your satisfaction with the quality of training and competition at the club	3.78	6
		23	Your satisfaction with the effect of your training at the club.	3.65	7
		11	The club has effectively communicated and exchanged ideas with you.	3.54	8
	Option	27	The timing of activities arranged by the club is reasonable.	3.56	1
		33	The club offers an excellent plan for youth players.	3.54	2
		21	The club provides excellent a amenity for the development of youths.	3.51	3
		30	You can provide feedback to the club and have a positive effect.	3.50	4
	Will	37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	1
		38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	2
		40	The club needs to implement measures to expand its revenue in the future.	3.54	3

Table 11: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou (continue)

Weaknesses						
Theory	No	Topic	$\bar{X}$	Rank		
GROW Model	Goal	4	The reasonableness of the goals set by the club.	3.22	1	
		5	The charges of the club are consistent with your expectations.	3.42	2	
	Option	31	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	2.75	1	
		32	The relevant departments of Guangzhou have provided significant assistance in the development of amateur youth football clubs.	3.08	2	
		34	The club has a development plan tailored to each youth player.	3.18	3	
		35	The plan devised by the club is flexible and has alternative plans.	3.38	4	
	Will	36	The promotional measures of the club are very effective.	2.92	1	
		41	The internet and big data have enabled clubs to execute their plans more effectively.	3.20	2	
	Opportunities					
	Theory	No	Topic	$\bar{X}$	Rank	
GROW Model	Reality	13	The extent of your support for your child's participation in amateur football club training.	4.37	1	
		10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	2	
		8	Guangzhou has a favorable environment for youth football.	3.92	3	
	Option	28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	1	
	Will	39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	1	

Table 11: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou (continue)

Threats					
Theory	No	Topic	$\bar{X}$	Rank	
GROW Model	Goal	7	Chinese football has excellent high-quality star athletes to lead young people in participating in football sports.	2.78	1
		6	You understand the club's development goals well.	2.97	2
	Reality	14	Your family's spending on sports has increased.	3.29	1
		17	Your family's spending on sports has increased compared to the past.	3.37	2
		18	Spending at your current club does not put a financial pressure on you.	3.40	3
		19	Economic pressures from the family do not affect youths' participation in club activities.	3.43	4
	Option	26	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.	3.20	1
		29	You are only willing to let your child participate in football activities, not in activities of other programs.	3.38	2
	Will	25	Based on the double reduction policy, youths have more leisure time to participate in football sports.	3.17	1
		22	The club fully utilized the favorable policies of China's youth football development.	3.36	2



Table 12: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou

Strengths					
Theory	No	Topic	$\bar{X}$	Rank	
4M Management Theory	Management	24	Your current club has a great reputation and reach.	3.97	1
		20	Your satisfaction with the quality of training and competition at the club	3.78	2
		37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	3
		23	Your satisfaction with the effect of your training at the club.	3.65	4
		27	The timing of activities arranged by the club is reasonable.	3.56	5
		33	The club offers an excellent plan for youth players.	3.54	6
		21	The club provides excellent amenities for the development of youths.	3.51	7
		30	You can provide feedback to the club and have a positive effect	3.50	8
	Money	38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	1
	Man	12	Your satisfaction with the comprehensive level of coaching staff at the club	4.03	1
		3	The development objectives of the club align with your personal needs.	3.50	2
	Material	9	The current amenities and facilities of the club are sufficient.	4.25	1

Table 12: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou (continue)

		Weaknesses			
Theory	No	Topic	$\bar{X}$	Rank	
4M Management Theory	36	The promotional measures of the club are very effective.	2.92	1	
	34	The club has a development plan tailored to each youth player.	3.18	2	
	4	The reasonableness of the goals set by the club.	3.22	3	
	35	The plan devised by the club is flexible and has alternative plans.	3.38	4	
	5	The charges of the club are consistent with your expectations.	3.42	1	
	41	The current amenities and facilities of the club are sufficient.	4.25	1	

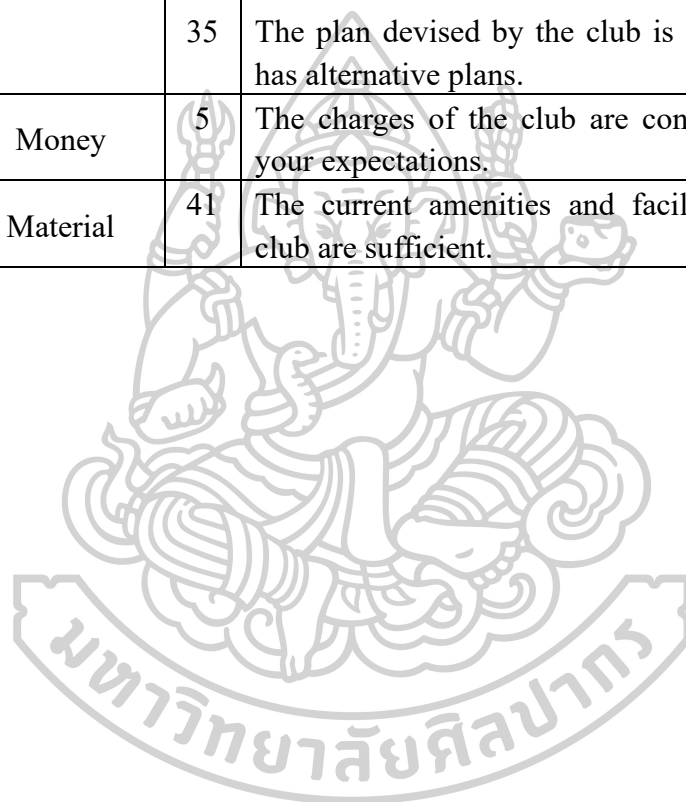


Table 12: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou (continue)

Opportunities					
Theory	No	Topic	$\bar{X}$	Rank	
4M Management Theory	Management	11	The club has effectively communicated and exchanged ideas with you.	3.54	1
	Money	39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	1
		40	The club needs to implement measures to expand its revenues in the future.	3.54	2
	Man	13	The extent of your support for your child's participation in amateur football club training.	4.37	1
		15	Your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	2
	Material	8	Guangzhou has a favorable environment for youth football.	3.92	1
		10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	2
		16	Academic pressure from school is not a significant factor influencing young people's participation in club activities.	3.88	3
		28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	4

Table 12: SWOT Analysis of the operation of amateur youth football clubs in Guangzhou (continue)

Threats					
Theory	No	Topic	$\bar{X}$	Rank	
4M Management Theory	Management	6	You understand the club's development goals well.	2.97	1
	Money	17	Your family's spending on sports has increased compared to the past.	3.37	1
		18	Spending at your current club does not put a financial pressure on you.	3.40	2
		19	Economic pressures from the family do not affect youths' participation in club activities.	3.43	3
	Man	31	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	2.75	1
		7	China's football has little outstanding and high-quality star athletes to guide young athletes.	2.78	2
	Material	32	The relevant departments of Guangzhou have provided significant assistance in the development of amateur youth football clubs.	3.08	1
		25	Based on the double reduction policy, youths have more leisure time to participate in football sports.	3.17	2
		26	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.	3.20	3
		14	Excessive use of electronics by youth does not affect their participation in physical activity.	3.29	4
		22	The club fully utilized the favorable policies of China's youth football development.	3.36	5
		29	You are only willing to let your child participate in football activities, not in activities of other programs.	3.38	6

By conducting SWOT Analysis on the consumer questionnaire interviews of amateur youth football clubs in Guangzhou, an analysis and ranking of the internal capabilities' strengths and weaknesses as well as external environment opportunities and threats are carried out based on the GROW Model of Goal, Reality, Option, Will

factors and the 4M Management Theory's Management, Money, Man, Material factors. The top 2 factors from each theoretical element are selected from the internal strengths and external opportunities for detailed analysis, as shown in Table 12.

Table 13: Analysis of internal strengths and external opportunity factors for the operation of youth amateur football clubs in Guangzhou

Strengths					
Theory	No	Topic	$\bar{X}$	Rank	
GROW Model	3	The development objectives of the club align with your personal needs.	3.50	1	
	15	You or your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	1	
		9	The current amenities and facilities of the club are sufficient.	4.25	2
	27	The timing of activities arranged by the club is reasonable.	3.56	1	
		33	The club offers an excellent plan for youth players.	3.54	2
	37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	1	
		38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	2
	4M Management Theory	24	Your current club has a great reputation and reach.	3.97	1
20			Your satisfaction with the quality of training and competition at the club	3.78	2
38		The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	1	
12		Your satisfaction with the comprehensive level of coaching staff at the club	4.03	1	
		3	The development objectives of the club align with your personal needs.	3.50	2
9		The current amenities and facilities of the club are sufficient.	4.25	1	

Table 13: SWOT Analysis of internal advantages and external opportunities of Guangzhou youth amateur football clubs (continue)

Opportunities					
Theory	No	Topic	$\bar{X}$	Rank	
GROW Model	Reality	13	The extent of your support for your child's participation in amateur football club training.	4.37	1
		10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	2
	Option	28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	1
	Will	39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	1
4M Management Theory	Management	11	The club has effectively communicated and exchanged ideas with you.	3.54	1
	Money	39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	1
		40	The club needs to implement measures to expand its revenues in the future.	3.54	2
	Man	13	The extent of your support for your child's participation in amateur football club training.	4.37	1
		15	Your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	2
	Material	8	Guangzhou has a favorable environment for youth football.	3.92	1
10		Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	2	

Table 13 reveals, researchers conducted a comparative analysis and ranking of the strengths of amateur youth football clubs in Guangzhou. In the GROW Model, the Goal selected the development objectives of the club align with your personal needs. In the Reality phase, it was noted that You or your child has chosen to join an amateur youth football club due to a passion for the sport, and the current amenities and facilities of the club are sufficient. Under Option, it was found that the timing of activities arranged by the club is reasonable, and the club offers an excellent plan for youth players. In the Will phase, the club possesses excellent execution capabilities that ensure the completion of plans and the club provide rewards for active

participation in activities or exhibiting good behavior.

The Management aspect of 4M management chose the club has a strong reputation and influence, as well as the club has performed well in terms of the quality of training and matches. In the Money aspect, the club provides rewards for active participation in activities or exhibiting good behavior. In the Man aspect, the coaching team of the club demonstrates a high standard, as well as the development objectives of the club align with your personal needs. In the Material aspect, the current amenities and facilities of the club are sufficient.

In the external opportunity analysis and ranking of the amateur youth football clubs in Guangzhou, the GROW Model selected the extent of parental support for their child's involvement in training at an amateur football club under the Reality section. Furthermore, Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football. Under the Option section, it was observed that Other amateur youth football clubs in Guangzhou have better advantages. Lastly, the Will section highlighted the developed economic level of Guangzhou can promote the development of amateur youth football clubs.

The Management section of 4M management the club has effectively communicated and exchanged ideas with you. In the Money section, the developed economic level of Guangzhou can promote the development of amateur youth football clubs, and the club needs to implement measures to expand its revenues in the future. In the Man section, the extent of your support for your child's participation in amateur football club training, and your child has chosen to join an amateur youth football club due to a passion for the sport. In the Material section, Guangzhou has a favorable environment for youth football, and Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.

Based on the analysis of the results in Tables 11 and 12, the strengths and opportunities factors were reorganized and summarized into the following five dimensions.

Table 14 Factor categorical results

Factors	No	Topic	$\bar{X}$	Rank
External support	33	The extent of your support for your child's participation in amateur football club training.	4.37	1
	13	The club offers an excellent plan for youth players.	3.54	2
	3	The development objectives of the club align with your personal needs.	3.50	3
Internal Motivation	15	You or your child has chosen to join an amateur youth football club due to a passion for the sport.	4.30	1
	11	The club has effectively communicated and exchanged ideas with you.	3.54	2
Internal Development Conditions	9	The current amenities and facilities of the club are sufficient.	4.25	1 2
	28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou	3.79	3
	37	The club possesses excellent execution capabilities that ensure the completion of plans.	3.70	
Advantages of the Club	12	Your satisfaction with the comprehensive level of coaching staff at the club.	4.03	1
	24	Your current club has a great reputation and reach.	3.97	2
	20	Your satisfaction with the quality of training and competition at the club	3.78	3
	27	The timing of activities arranged by the club is reasonable.	3.56	4
The conditions of economic development	39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	3.98	1
	8	Guangzhou has a favorable environment for youth football.	3.92	2
	10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	3.92	3
	38	The club provide rewards for active participation in activities or exhibiting good behavior.	3.62	4
	40	The club needs to implement measures to expand its revenues in the future.	3.54	5



#### 4.2.2 Content analysis of interviews with managers, coaches and consumers of amateur youth football clubs in Guangzhou.

The interviews with managers, coaches and consumers of amateur youth football clubs in Guangzhou were also based on the GROW Model and 4M Management Theory.

#### To analyze the individual factors of managers of amateur youth football clubs in Guangzhou.

The researcher conducted interviews with managers of youth amateur football clubs in Guangzhou, including managers' positions, academic qualifications, and majors studied, and analyzed them using frequencies and percentages, and the results of the detailed analyses are shown in Table 14.

Table 15: Analysis of individual factors of managers of amateur youth football clubs in Guangzhou

n=15

Information on Individual Factors	Frequency	Percentage
Position		
General Manager	5	33.33%
Director of Competitive Training	4	26.67%
Department Heads	6	40%
Total	15	100%
Academic Qualification		
High School	1	6.67%
Secondary school	1	6.67%
College Degree	7	46.66%
Undergraduate	5	33.33%
Master's Degree	1	6.67%
Total	15	100%
Major Studied		
Chinese International Education	1	6.67%
English Language	1	6.67%
Marketing	4	26.66%
Physical Education	2	13.32%
Sports Training	3	20%
Architectural Engineering	1	6.67%
International Business	1	6.67%
Computer Application Technology	1	6.67%
No Major	1	6.67%
Total	15	100%

Table 14 reveals that can be observed that among the 15 managers in the amateur youth football clubs in Guangzhou, there are 5 individuals holding the position of General Manager, accounting for 33.33%, 4 individuals as Director of Competitive Training, representing 26.67%, and 6 Department Heads, making up 40%. Among the 15 managers, 1 individual has a high school education, making up 6.67%, 1 individual has Secondary school education, also 6.67%, 7 individuals have College Degrees, accounting for 46.66%, 5 individuals have Undergraduate Degrees, representing 33.33%, 1 individual has a Master's Degree, making up 6.67%. Additionally, in terms of their majors, 1 individual studied Chinese International Education, accounting for 6.67%, 1 studied English Language, also 6.67%, 4 specialized in Marketing, representing 26.66%, 2 in Physical Education, making up 13.32%, 3 in Sports Training, accounting for 20%, 1 in Architectural Engineering, representing 6.67%, 1 in International Business, also 6.67%, 1 in Computer Application Technology, making up 6.67%, and 1 individual did not have a specific major, accounting for 6.67%.

#### **Content Analysis of Interviews with Managers of Amateur Youth Football Clubs in Guangzhou Based on the GROW Model**

**Goal:** The club exhibits significant ambiguity in goal setting, lacking detailed and specific objectives. Currently, the club's goals are merely defined as survival, without a more precise and specific direction. Although some club managers have set short-term, medium-term, and long-term goals, or economic and athletic objectives for the club's development, these goals mostly remain at the verbal level, not documented in writing or widely publicized by the club. As a result, some coaches and consumers fail to fully understand these goals. Additionally, the specific number of goals and the pathways to achieve them are not clearly defined.

**Reality:** Managers generally believe that Chinese football is quite difficult in its current state. However, it is heartening that there is still a large number of youths who have a strong interest in football and have received strong support from their parents. Managers of amateur youth football clubs in Guangzhou believe that these clubs hold a significant and fundamental position in the Chinese football community, laying the groundwork for Chinese football's development.

Nonetheless, the current management model remains relatively traditional and singular, necessitating the exploration of new paths for club development through the introduction of new management methods. However, due to the managers' lack of high education and many non-sports management majors, their management knowledge mainly relies on years of club operation experience, exchange among peers, and self-study. These factors have contributed to the traditional and singular nature of existing management methods.

Currently, parents are relatively satisfied with the clubs' training, match arrangements, and the growth of youth, mainly due to the clubs' excellent Amenities facilities and outstanding coaching teams. These factors can meet the needs of parents

and youth while ensuring parents' support and loyalty to the clubs, as well as youth's love for football and loyalty to the clubs. Parental recognition of the clubs helps attract more new customers. Managers point out that parental recommendations and publicity are important ways for clubs to expand their consumer base.

**Option:** Currently, the managers of amateur youth football clubs in Guangzhou tend to view planning purely as the team's training schedule, only setting training plans for each class or week, lacking monthly, quarterly, and annual plans. In addition, the club fails to develop targeted training plans based on the different situations of the youth. The managers have failed to conduct reasonable and forward-looking planning for the club's development. The managers believe that the main reasons for this situation are as follows:

First, the youth face academic pressure, and although they are passionate about football, their attendance and stability are low, especially among youths in higher grades, which is particularly evident.

Secondly, although Guangzhou has a developed economy, land prices are extremely high, making it difficult for amateur clubs to own their own amenities, especially in prime locations. Currently, the club mostly rents its amenities, which adds uncertainty to its development.

These factors, combined, have caused the club's inadequacy in planning and future development strategies.

**Will:** In terms of execution, the managers of Guangzhou amateur football clubs stated that, leveraging Guangzhou's excellent football atmosphere and heritage, as well as the relevant policies and programs released by the government, the club has made smooth progress in expanding new customer sources and cooperating with Guangzhou primary and secondary schools. In order to enhance the club's execution, the club has internally established relevant systems, such as the Daily Training Regulations, Employee Management Regulations, and Performance Appraisal System, among others, in order to improve its execution. These systems aim to supervise employees' daily work, restrain inappropriate behaviors and habits, and reward outstanding performance, thereby motivating employees and ensuring high-efficiency work execution.

Additionally, managers regularly communicate the club's ideas or next steps to employees through meetings or individual discussions to ensure unity in thoughts and actions. Simultaneously, they summarize and evaluate employees' recent work performance to maintain and enhance the overall execution of the club.

**Content analysis of interviews with managers of amateur youth football clubs in Guangzhou, combining the 4M Management Theory.**

**Management:** The Guangzhou amateur youth football club's organizational structure is essentially three-tiered, consisting of a general manager, department heads or directors, and coaches or grassroots staff. However, not everyone is solely

responsible for their own job duties, almost everyone holds multiple roles. For instance, the general manager is in charge of all matters outside of training, such as finance, human resources, external relations, and logistical support. To alleviate workload, some club managers opt to outsource financial tasks. In addition to overseeing the entire club's training operations, the training director also doubles as a coach. Coaches, apart from conducting team training and match duties, are also involved in sales, customer service, and expanding the customer base. Management believes that the club's current size does not require an abundance of staff to avoid cost overruns due to surplus personnel.

A performance-based compensation structure motivates employees, but challenges arise from workload pressures that lead to decreased efficiency. Managers lack sufficient theoretical knowledge in management studies, resulting in a lack of systematic club management and planning. Decisions are predominantly impromptu or imitated, lacking originality. While the clubs have established training and daily work management regulations, only one club has formalized these regulations into written documents for public release, with most relying on verbal instructions or notifications through WeChat work groups.

However, should the club expand in the future, managers will formalize these regulations into written documents and strictly enforce them. They hold the belief that achieving excellence in employees and organizations requires not only regulatory management, but also goal or outcome management, which often overlooks the significance of processes. This oversight has led to issues among some employees, resulting in unnecessary losses for the club.

**Money:** The managers of amateur youth football clubs in Guangzhou believe that the club's financial situation can basically achieve a balance between income and expenses. Currently, the club's biggest expenditure is the rental fee for the field, followed by the wages of the coaches. In terms of income, the main sources are training and match fees, followed by secondary rental fees for the field. Regarding the field rental fees, most managers indicate that there is currently no better way to reduce these expenses. However, some clubs have chosen to collaborate with the field operators by investing in shares to lower the rental fees, allowing the field operators as partners to receive dividends. Some clubs have also joined forces with several other clubs to collectively contribute to renting the field and reasonably arrange the usage time based on each club's circumstances to avoid wasting playing surface idle time.

Managers believe that excellent coaches can bring various benefits to the club, so they are willing to invest heavily in outstanding coaches. As for coach salary expenditures, Clubs usually adopt a salary structure of base salary plus hourly fees or just hourly fees, with managers believing that the increase in coach income also indicates an increase in club income, which they are pleased to see. In terms of income sources, clubs are more inclined to focus on football training and match

business, considering it to be the foundation of the club's development. Managers lack the willingness, energy, and relevant professional talents to expand other businesses to increase income, such as adding a club merchandise store or a club-themed bar on the sidelines, as they believe these investments won't yield a commensurate return.

In terms of the external environment, Guangzhou, being one of the economically developed cities in China, benefits from the income and spending power of its residents, which contribute significantly to the club's revenue. Consumers have increased their sports-related spending, not only paying normal training fees, but also purchasing football equipment and providing certain nutritional supplements to improve youth's physical fitness. These expenditures do not put economic pressure on youth's families, which is beneficial for the club's long-term development.

**Man:** When it comes to football clubs' personnel composition, the leaders or general managers who hold the highest decision-making positions are almost exclusively former football players or individuals with extensive football experience, all of whom are passionate about the sport. Establishing an amateur youth football club not only allows them to pursue their football dreams, but also plays a significant role in the club's development. Although these managers are well-versed in football matters, they lack the necessary management knowledge, systematic management theory support, and scientific and advanced management methods to foster the club's healthy and sustainable growth. To carry out its operations, the club almost relies on the personal resources of its leaders.

As for coaches, club managers state that coaches play a very important role within the club and represent the club's public image. Most clubs hire a coach with a high-level and advanced coaching license and rich coaching experience to serve as the director and coach the higher-level and relatively important teams in the club. Other coaches also possess coaching licenses and qualifications, but they operate at a lower level, primarily overseeing interest classes or lower-level teams. The parents of these teams pay more attention to the psychological and physical improvement of youth in the process of participating in football rather than simply improving football skills. Therefore, their requirements for coaches focus on a serious and responsible work attitude, communication, and patience with youth rather than particularly high coaching levels.

Managers also point out that the love of football among youth in Guangzhou and the progress in parents' sports and health awareness in recent years are key factors in supporting youth's participation in football sports, crucial for the continuous development of clubs.

**Material:** The manager of the Guangzhou youth amateur football clubs stated that the club's most important resources are the training amenities and facilities. The manager emphasized, these hardware conditions serve as the club's facade, directly influencing parents' initial impression of the club. Good Amenities facilities not only

reflect the club's professionalism, but they also demonstrate the club's responsible attitude towards the healthy development of youth. Most parents form their initial impression of the club by inspecting the Amenities facilities. The club's largest expenses are the leasing and maintenance costs of amenities and facilities, therefore, the club must efficiently utilize existing facilities to avoid resource wastage. At the same time, within budget constraints, the club should regularly maintain and upgrade amenities and facilities, such as changing rooms and showers to ensure the hygiene and safety of young athletes after exercise, and renovating or constructing indoor or roofed rain-proof fields to avoid weather-related disruptions to club activities and course schedules.

In terms of the external environment, the Chinese government has provided significant policy support for national fitness and youth participation in sports, particularly football. The relevant departments in Guangzhou have also provided some assistance to the development of local amateur youth football clubs. However, due to a variety of reasons, the implementation and effectiveness of policies are not ideal. For instance, despite the implementation of the double reduction policy increasing youth's leisure time after school, parents, facing academic pressure, continue to arrange extracurricular cultural lessons, thereby indirectly reducing the time youth spend on football. Additionally, despite the regular organization of youth football events by the relevant departments of Guangzhou, the benefits gained by the clubs are quite limited due to the failure to normalize, institutionalization, grade, and brand these events.

Guangzhou has a favorable football environment and atmosphere, benefiting from the excellent performance of the two professional football clubs (Guangzhou Evergrande and Guangzhou R&F) in the Chinese and Asian leagues, as well as the management and financial support from local companies to these two clubs, nurturing a large number of football enthusiasts. However, the recent relegation and withdrawal of the two clubs over the past few years, along with the decline in Chinese football results and negative incidents involving coaches and players, have led some parents and youth to question whether they should continue their participation in football.

#### **Analysis the individual factors of coaches of amateur youth football clubs in Guangzhou.**

The researcher conducted interviews with the coaches of amateur youth football clubs in Guangzhou, including the coaches positions, academic qualifications, majors studied, athletes' levels, and coaches' license, which were analyzed using frequencies and percentages, and the results of the detailed analyses are shown in Table 15.

Table 16: Analysis the individual factors of coaches of amateur youth football clubs in Guangzhou.

n=10

Information on Individual Factors	Frequency	Percentage
<b>Position</b>		
Full-time coaches	8	80%
Part-time coaches	2	20%
Total	10	100%
<b>Academic Qualification</b>		
High School	1	10%
Secondary school	2	20%
College Degree	4	40%
Undergraduate	3	30%
Total	10	100%
<b>Major Studied</b>		
Auditing	1	10%
Physical Education	3	30%
Sports Training	2	20%
Electronic Commerce	2	20%
Marketing	1	10%
No Major	1	10%
Total	10	100%
<b>Athletes' Levels</b>		
No Level	6	60%
Level 2 National Athlete	4	40%
Total	10	100%
<b>Coaches' License</b>		
CFA E License	2	20%
CFA D License	3	30%
AFC C License	1	10%
AFC B License	4	40%
Total	10	100%

Table 15 reveals that can be observed that among the 10 coaches interviewed at amateur youth football clubs in Guangzhou, 8 are full-time coaches, accounting for 80%, and 2 are part-time coaches, accounting for 20%. In terms of coaches' education background, 1 has a high school education, accounting for 10%, 2 have Secondary school education, accounting for 20%, 4 have college degree, accounting for 40%, and 3 have undergraduate education, accounting for 30%. As for their majors, 1 studied Auditing, accounting for 10%, 3 studied Physical Education, accounting for

30%, 2 studied Sports Training, accounting for 20%, 2 studied Electronic Commerce, accounting for 20%, 1 studied Marketing, accounting for 10%, and 1 had no specific major, accounting for 10%. In terms of athletes' levels, 6 have no athlete levels, accounting for 60%, while 4 have achieved Level 2 National Athlete, accounting for 40%. Regarding coaching license, 2 have obtained the CFA E License, accounting for 20%, 3 have the CFA D License, accounting for 30%, 1 has the AFC C License, accounting for 10%, and 4 have the AFC B License, accounting for 40%.

### **Content analysis of interviews with coaches of amateur youth football clubs in Guangzhou using the GROW Model**

**Goal:** Coaches of amateur youth football clubs in Guangzhou have set clear goals for themselves, primarily focused on achieving outstanding match results or providing excellent youth players to professional clubs and the Guangzhou representative team. However, when it comes to their own career development goals, coaches generally lack planning, with only a few settings personal development goals, such as obtaining higher-level coaching licenses or coaching professional club teams. Coaches also emphasize that personal goals must align with the club's goals to avoid conflicts. To achieve their set goals, coaches need to continuously enhance their professional skills and overall qualities. Improving coaching abilities not only meets parents' expectations for the club, but also attracts more parents and youth to join, thereby promoting the club's development.

**Reality:** The majority of coaches from the Guangzhou amateur youth football clubs interviewed are full-time coaches who have obtained coaching licenses. These clubs primarily aim to cultivate interests and enhance physical fitness among their target consumer group. As a result, the coaches mainly hold Chinese Football Association E and D level coaching licenses, with a few possessing AFC C level licenses. Clubs with a football director position have coaches holding AFC B-level licenses. The coaches have relatively weak sports experience, educational background, and professional qualifications. Coaches undertaking sales tasks have expressed difficulties in communicating with parents and using sales techniques. However, coaches believe their strengths lie in their high moral standards, sense of responsibility, strong drive, and ability to communicate patiently with youth. They have expressed their commitment to actively participating in training and learning to continuously improve their abilities in order to better meet the expectations of the clubs and parents.

**Option:** The coaches of amateur youth football clubs in Guangzhou only have a limited understanding of the plan, which is confined to training plans. They do not have a well-defined career development plan for themselves, nor do they understand the club's plan for coaches. They typically just unilaterally accept the club's plan without much involvement in the comprehensive planning of the club.

The club's coaches state: As coaches of the amateur youth football club, due to



limited energy and various objective factors such as unstable player attendance, our youth development plan only focuses on improving football skills. Despite the fact that training may encompass elements like youth psychological health, development pathways, and focused training, a systematic plan has yet to emerge.

This situation indicates a lack of systematic and scientific approach in the club's planning for coach career development and youth development, requiring further enhancement and improvement to achieve more comprehensive youth development goals.

**Will:** The coach of amateur youth football clubs in Guangzhou expressed that the club provides a great deal of autonomy to coaches in implementing their plans, refraining from excessive interference in training activities, thus allowing instructors to fully execute their own plans and demonstrate their capabilities. Coach B stated, the effectiveness of a coach's execution is influenced by various factors such as weather, field conditions, and player attendance. Coaches hope that the club can help improve these issues in order to minimize the impact of negative factors, such as constructing rain shelters on the field or indoor pitches to reduce the weather's influence on training.

#### **Content analysis of interviews with coaches of amateur youth football clubs in Guangzhou combined with 4M Management Theory**

**Management:** The coach of amateur youth football clubs in Guangzhou believes that the club's management of coaches is relatively easy-going and flexible. Coaches enjoy a considerable degree of autonomy in other matters, aside from adhering to some fundamental principles. For instance, the club does not require coaches to work in the office during non-training hours, as long as they are not late for training or club meetings, they are free to manage their time. Consequently, the coach finds the working environment at the club to be rather ideal. The club provides internal training and networking opportunities for coaches, as well as encouraging them to participate in external training. Additionally, the club invites experienced and qualified youth training experts to conduct demonstration classes for coaches to enhance their abilities. However, these training sessions mainly focus on football-related aspects. The improvement in other areas such as sports psychology, communication, and sales techniques, the club expects coaches to enhance their skills through self-study.

In terms of career development, the club offers coaches excellent opportunities for advancement. Excellent coaches have the chance for promotion, such as moving from assistant coach to head trainer, from coaching recreational teams to elite teams, or even advancing to director roles. If there are no promotions available, the club may increase coaches' salaries by raising their coaching license levels to reflect their professional growth. The club is generally satisfied with coaches' performance and uses various reward measures, such as monetary incentives and development opportunities, to maintain the stability of outstanding coaches. For coaches with

relatively poor performance, the club usually resorts to penalties or even elimination measures to ensure a high comprehensive standard in the coaching team.

**Money:** The coaches of amateur youth football clubs in Guangzhou are generally satisfied with their salaries, with only a few expressing some dissatisfaction with the amount. Amateur youth football clubs in Guangzhou divides the salary structure into three main categories:

Basic salary + hourly fee

Basic salary + hourly fee + sales commission

Hourly fee

These three salary structures are based on the principle of more work, more pay, which coaches widely recognize as allowing them to reflect their abilities and value. In addition, some clubs, when operating well in a given year, will provide coaches with year-end bonuses.

For some coaches who undergo training to upgrade their coaching license and successfully complete the training and exams to obtain the license, the club will reimburse half of the training costs, effectively saving the coaches money. The coaches believe that the club's ability to provide satisfactory compensation to coaches is due to the prosperous economic environment in Guangzhou. Similarly, Coach C at an amateur youth football club stated, my salary is significantly higher than that of my colleagues in surrounding cities.

**Man:** The coach of amateur youth football clubs in Guangzhou believes that the club values them greatly in terms of salary, professional development, and work atmosphere, and their performance is satisfactory. Compared to other professions, being a coach in a youth amateur football club is considered an ideal job, especially under similar conditions. Coaches have a clear understanding of their strengths and weaknesses. They possess professional coaching abilities, a strong drive for self-improvement and work responsibility, patience with youth, and excellent communication skills. However, they lack adaptability in communication with their parents and struggle to adjust when dealing with different parents. The club is generally satisfied with the coaches' performance and provides certain rewards to maintain the stability of excellent coaches. These rewards include monetary incentives and career development opportunities to motivate coaches to continuously improve themselves and maintain a high level of performance at work.

Coaches primarily divide their salary structure into three categories: basic salary + hourly fees, basic salary + hourly fees + sales commission, and hourly fees only. Coaches widely accept these three salary structures, believing them to accurately reflect their abilities and value. In addition, some clubs may offer year-end bonuses for years of good financial performance. The club reimburses half of the training fees to some coaches after they upgrade their coaching licenses and pass exams, thereby supporting their professional development and alleviating their financial pressure.

**Material:** The coach of amateur youth football clubs in Guangzhou believes that the quality of the club's material resources, including training grounds and facilities, is crucial. High-quality facilities not only assist coaches in implementing more rational and advanced training plans, but they also provide a training environment close to actual matches, thereby enhancing young players' technical abilities. In terms of the external environment, the economic conditions in Guangzhou have a significant impact on the club's and coaches' development, particularly in terms of salaries, allowing coaches to receive satisfactory incomes. Additionally, parental support, youth's passion for football, and Guangzhou's favorable football environment ensure a large number of youths engage in football activities.

National policies are also promoting the development of youth football and supporting the growth of social sports institutions. However, due to China's vast territory and large population, the situations in different cities vary, posing certain difficulties in the effective implementation of policies. Despite this, relevant departments in Guangzhou have played a positive role in the development of youth football and amateur youth football. Yet, there are certain obstacles in communication and collaboration between government departments and social organizations, preventing the achievement of optimal cooperation results.

#### **Content analysis of consumer interviews at amateur youth football clubs in Guangzhou using the GROW Model.**

**Goal:** As consumers of amateur youth football clubs in Guangzhou, parents' needs are relatively clear. They mainly aim to cultivate interests, exercise, and enhance social skills by getting their children involved in football activities, without having high expectations for their children's development in football. However, parents do not have a very clear understanding of the club's development goals. On the one hand, due to their busy work schedules, parents are usually only able to pick up their children after training ends, resulting in limited opportunities for in-depth communication with the club. Nevertheless, parents are not concerned about their goals being inconsistent with the club's goals, as they believe that improving physical fitness and cultivating a love for football are basic objectives that both parents and the club mutually agreed upon.

**Reality:** In recent years, parents of youths in Guangzhou have seen an increase in awareness of sports and sports consumption due to the Chinese government's positive orientation towards physical exercise and the implementation of comprehensive fitness policies. Recognizing the importance of physical exercise, parents have begun actively supporting their children's participation in sports activities. As a significant city for football development in China, Guangzhou's illustrious football history and profound football heritage have cultivated a generation of football enthusiasts, which has become one of the key reasons parents support youths engaging in football. Additionally, the affluent economic environment in

Guangzhou has alleviated financial pressure on parents when it comes to club expenses.

Despite national and local government efforts to reduce academic pressure on youths and increase their participation in sports activities, challenges persist in policy implementation. For instance, the Chinese Ministry of Education issues the Double Reduction Policy to alleviate the burden of homework and classroom pressure on primary and secondary school students, thereby providing them with more time for extracurricular activities. However, many busy working parents still prefer their children to attend extra tutoring sessions over extracurricular activities, as the entrance exam standards remain unchanged. This results in limited opportunities for many students, especially those facing crucial academic years, to engage in sports. Parents understand that policy implementation requires time for adjustment and adaptation. Despite these challenges, parents continue to support youths' participation in football to cultivate their interests, exercise, and enhance their social skills. They believe that these fundamental goals align with the club's objectives, collectively promoting the healthy development of youths.

**Option :** Parents, who are consumers of amateur youth football clubs in Guangzhou, generally express satisfaction with the club's overall plan. However, they also point out that each child's situation and level are different, and a uniform overall plan may lead to training difficulties that are either too high or too simple for some youth. Parents suggest that the club should develop more targeted training plans for youth of different levels and needs. For instance, the club could provide one-on-one private coaching sessions alongside the regular training. Parents are willing to pay for this personality training because they believe it can improve their children's football skills more quickly.

In addition, parents believe that the club should establish comprehensive contingency plans. Other factors often disrupt the club's training, particularly during Guangzhou's rainy season when heavy rain frequently cancels training sessions. When planning training, parents propose that the club consider these uncontrollable factors and develop alternative plans for rainy days. For instance, the club could conduct indoor theoretical football classes or assign some football knowledge assignments online. This way, youth can still benefit from various forms of training, even in adverse weather conditions, without wasting training sessions.

Parents believe that with these improvement measures, the club can better meet the needs of different youth, improve training effectiveness, and promote the development of youth football.

**Will:** As consumers of amateur youth football clubs in Guangzhou, parents generally express satisfaction with the club's performance. Upon identifying some management or training issues, parents found that the club is able to make improvements based on their reasonable requests, a feedback mechanism that satisfies

parents. At the same time, parents also acknowledge the coaching abilities of the instructors and the progress of the children.

However, parents believe that the club still has significant room for development, especially in expanding its business and increasing sources of income. They believe that the club should intensify its efforts in publicity and promotion. Currently, most consumers join the club through recommendations from friends or existing clients, resulting in a lack of extensive market promotion. This era of advanced internet technology rarely sees club promotion, indicating a need for improvement.

Parents suggest that the club can utilize the internet and social media platforms for promotion, attracting more parents and youth to participate. Additionally, the club can organize some public events or trial classes to allow more people to understand the club's training environment and teaching quality, thereby expanding its influence and customer base. Through these measures, the club can not only increase its sources of income, but also enhance its brand visibility for long-term development.

The club evaluates the coaches' performance through assessments and rewards, a method that coaches acknowledge as an objective evaluation of their abilities. Additionally, the club provides training and learning opportunities to enhance the coach's skills, particularly in improving communication abilities and sales techniques.

#### **Content Analysis of Interviews with Coaches of Amateur Youth Football Clubs in Guangzhou based on the 4M Management Theory.**

**Management:** The parents of amateur youth football clubs in Guangzhou express basic satisfaction with the club management and the coaches' training standards. They believe that the scheduling of activities and training plans is reasonable. The coaches are extremely meticulous in details, such as post-training changing, transportation safety, and warming measures after rainy days. However, parents suggest that the clubs should develop personality training plans and improve contingency plans, for example, by adding one-on-one private coaching sessions and indoor or online courses for rainy days. In addition, parents hope that the clubs can increase their promotional efforts and attract more youth through social media, while enhancing communication with parents to understand the club's management and development plans in order to better support the club's growth.

**Money:** Consumers believe that the club's current fee structure is reasonable, and their club's expenditures do not create economic pressure. Consumers would be willing to pay for additional fee-based services such as one-on-one private lessons, specialized physical fitness classes, individual technical classes, goalkeeper training sessions, participation in external competitions, and summer camps if the club introduced them. Because of Guangzhou's economic prosperity, parents have a certain level of consumption ability and are willing to incur these additional expenses for the healthy development of their children.

**Man:** Firstly, consumers believe that both parents and youths, as football enthusiasts, strongly support their children's participation in football. They believe that club managers and coaches are also passionate about football, thereby achieving the most fundamental goal of unity. Consumers believe that club managers possess the ability and charisma, while coaches demonstrate a high level of expertise, are diligent and responsible in their work, show patience and meticulousness in dealing with children, and have won the affection of youths.

**Material:** Consumers of amateur youth football clubs in Guangzhou believe that currently, the Chinese national team's performance is average, lacking role model players to positively influence youth. Despite the Chinese government's strong efforts to develop youth football, due to the vast geographical area and large population, policies are difficult to effectively promote and execute. Fortunately, Guangzhou's developed economic environment and positive football atmosphere offer more opportunities for youth to participate in football and access advanced techniques and tactics, thereby contributing to the development of both youth and clubs. Consumers suggest that relevant departments in Guangzhou should formulate more reasonable policies based on the actual situation, and clubs should adapt to the development of the times, making full use of the convenience brought by the Internet and big data technologies.

Based on the survey questionnaires and the analysis of interviews, multiple factors influence the development of amateur youth football clubs in Guangzhou. Parental support and the passion of youth are the main internal driving forces. Data analysis shows that parents exhibit strong support for their children's participation in football training and are willing to invest time and money. The interview results further support this point, as many parents, who are football enthusiasts, believe that football not only benefits their children's physical health but also fosters teamwork and competitiveness. Furthermore, youth's love of football is their intrinsic motivation to play football. Many youths express that football is their favorite sport, deriving enjoyment and a sense of accomplishment from participating in training and matches. Club managers believe that parents, as actual consumers, play a significant role in encouraging youth to engage in football activities and the club's stable development. Therefore, clubs should fully understand the needs of parents and youth to provide better quality services.

The high-quality amenities and facilities provided by the club, along with the high-level coaching team, are important external guarantees for the development of youth football. According to survey data, consumers of amateur football clubs in Guangzhou are generally satisfied with the club's modern training grounds and excellent facilities. In interviews, parents' express approval of the clubs having excellent training grounds and facilities, which not only ensure the safety and health of youth but also enhance parents' trust in the clubs. Club managers believe that

excellent amenities and facilities reflect the professionalism and hardware strength of the clubs, enhance their influence, and are one of the important reasons for attracting consumers to join. Furthermore, a high-quality coaching team is a key factor in driving the development of amateur youth football clubs in Guangzhou. In addition to their professional football knowledge and skills, coaches also prioritize the development of children's psychological qualities and team spirit, a focus that parents and youth greatly value. Managers believe that coaches play an important role in the club, and their level reflects the club's software strengths. Parents' recognition of the coaches is also an important factor influencing consumers' choice of clubs.

The prosperous economic environment in Guangzhou provides solid support for the popularity and development of youth football. Parents believe that they can afford the costs for their children to participate in clubs and other related expenses without significant financial pressure, thanks to the improved income and purchasing power brought about by Guangzhou's developed economy. Managers believe that economic prosperity brings more resources, enabling football clubs to provide better services and facilities. This allows clubs to increase their fees, while the government and society pay more attention and support the development of youth sports. Data and interview results both indicate that the economic support and social attention in Guangzhou are crucial factors driving the development of youth football.

Overall, the active support of parents, the enthusiasm of youth, excellent amenities and facilities, high-level coaching teams, and a developed economic environment—these five factors work together to form a favorable ecosystem for the development of youth football, promoting the vigorous development of youth football in Guangzhou.

#### **4.2.3 Establishing a new model for the operation of amateur youth football clubs in Guangzhou through qualitative and quantitative analyses**

In order to explore the new operation mode of Guangzhou amateur youth football clubs, a quantitative and qualitative comprehensive analysis of the clubs' operational was conducted. The quantitative analysis ranked the clubs' strengths and weaknesses through the questionnaire survey data of Guangzhou amateur youth football clubs' consumers and combined the clubs' internal capacity factors with the Goal, Reality, Option, and will factors of the GROW Model and the Management, Money, Man, and Material factors of the 4M Management Theory. The clubs' external environmental factors were also analyses for opportunities and threats, combining the factors of the GROW Model and the 4M Management Theory. The qualitative analysis included interviews with managers, coaches, and consumers of Guangzhou amateur youth football clubs, taking into account the GROW Model and the 4M Management Theory.

From table 13, for all the screened internal advantageous factors and external opportunity factors according to the content involved in each factor, the similar

factors are divided into External support, Internal Motivation, Internal Development Conditions, Advantages of the Club, External Development Conditions are summarized in five parts.

### **External support**

Among these factors, researchers selected the extent of your support for your child's participation in amateur football club training. This factor ranked highest in terms of average score ( $\bar{X}= 4.37$ ) from questionnaire data analysis. Through content analysis of interviews, it was found that managers, coaches, and consumers of amateur youth football clubs in Guangzhou all believe that parental support is crucial for the club's development. Not only do parents support the club financially, but they also promote its activities to facilitate growth and stability. Managers need to collaborate closely with parents to ensure the club's sustainable development.

In the context of the club's development objectives align with your personal needs, consumers feel that the club meets their basic needs for physical exercise and improving football skills but falls short in fulfilling higher-level needs. Due to insufficient promotional efforts, consumers are not fully aware of the club's development goals. Managers often have vague and unspecific goal-setting practices, defining the club's objectives as mere survival, with a lack of detailed planning and formal documentation.

Interviews showed that managers and coaches typically view plans solely as team training schedules, lacking comprehensive plans in other areas such as revenue, management, and promotion. Regarding The club offers an excellent plan for youth players, People perceive the club's planning as incomplete due to the absence of long-term plans such as monthly, quarterly, or annual plans. Consumers are generally satisfied with the current plans but find them lacking in specificity. The plans mainly focus on training activities, neglecting other activities like parent-child football events or domestic and international football camps.

### **Internal Motivation**

In this category of factors, researchers selected Your child has chosen to join an amateur youth football club due to a passion for the sport as one of the factors. Firstly, through questionnaire data analysis, its mean score ( $\bar{X}= 4.30$ ) ranked first among all factors and ranked first in the Reality of Strengths analysis of the GROW Model, as well as second in the Man of Opportunities analysis of the 4M Management Theory. Secondly, according to the analysis of interview content, managers and coaches believe that youths in Guangzhou are extremely enthusiastic about football, and this internal drive is very important. Despite facing academic pressure, youths still persist in participating in club training and match activities. Parents recognize and support their youths' focus and dedication to football, which is one of the reasons they show high support for their participation. The enthusiasm of youths for football also helps the club increase revenue, enhance reputation and attractiveness, attract more



new members, and promote its healthy development of the club.

The club has effectively communicated and exchanged ideas with you. This factor had a relatively low average score ( $\bar{X}= 3.54$ ) in the questionnaire data analysis. The analysis of the interview content revealed that managers believe the club currently lacks a customer service position, with coaches primarily handling communication with parents. When faced with feedback from many parents, coaches may encounter communication barriers. Parents also mentioned that due to busy work schedules, they do not have many opportunities for face-to-face communication with club managers and coaches, but the club's responses to parental feedback have been positive.

### **Internal Development Conditions**

The researchers have selected the current amenities and facilities of the club are sufficient as one of the factors in this category. Firstly, from the analysis of questionnaire data, its mean score ( $\bar{X}= 4.25$ ) ranks third among all factors, second in the Reality strengths analysis of the GROW Model, and first in the material strengths analysis of the 4M Management Theory. Secondly, in the analysis of interview content, managers have expressed that the club's hardware conditions serve as its facade and directly influence parents' first impression. Good Amenities facilities not only reflect the club's professionalism, but also demonstrate a responsible attitude towards youth's healthy development. Most parents form their initial impressions by inspecting the amenities and facilities. The leasing and maintenance costs of amenities and facilities are the club's largest expenses. Therefore, the club must efficiently utilize existing facilities to avoid resource wastage.

Coaches believe that the quality of training amenities and facilities is crucial. High-quality amenities and facilities facilitate the implementation of more advanced training programs and provide an environment close to actual competitions, enhancing youth's technical abilities. Consumers perceive the club's Amenities facilities as modern, professional, and convenient, which contributes to the development of youth and the club.

Among other factors, its mean score ranks relatively lower. In the analysis of interview content, managers and coaches do not consider Guangzhou possesses a strong foundation and atmosphere for football as very important. The foundation and atmosphere of Guangzhou are rooted in historical factors, and they are currently experiencing a decline due to the performance of professional clubs in Guangzhou and the Chinese national team, as well as the rise of other emerging sports such as ultimate frisbee, speed roller skating, and flag football, among others. Parents also believe that due to Guangzhou's strong foundation and atmosphere, the club cannot afford to be complacent or overlook how to advance forward.

In interviews about the current club has better advantages compared to other amateur youth football clubs in Guangzhou, managers express their belief that the

club possesses a significant advantage in peer competition, primarily due to its ample training grounds and advanced training facilities. Coaches assert that spacious amenities and professional equipment can enhance the quality and effectiveness of training, leading to outstanding performance in competitions, translating into the club's reputation and influence, and giving the club a significant edge in peer competition. Good amenities and equipment are crucial factors.

In the analysis of interview content related to the club possesses excellent execution capabilities that ensure the completion of plans, the club's plan for youth is only a training plan for the entire team, without individual or specific technical training plans. Coaches believe that the primary goal of amateur youth football clubs currently is to cultivate interest in football, amateur clubs and coaches do not have comprehensive plans like professional clubs do, and amateur clubs lack sufficient personnel, so they focus on the overall team when devising plans. Parents feel that they are generally satisfied with the club's youth plan, but they lack targeted and long-term plans, such as courses focusing on youth mental health or private lessons tailored to different technical aspects.

#### **Advantages of the Club**

Researchers selected your satisfaction with the comprehensive level of coaching staff at the club as one of these factors. Firstly, from the analysis of questionnaire data, the average value of this factor is ( $\bar{X}=4.03$ ), ranking fourth among all factors, third in the Reality of Strengths analysis of the GROW Model, and first in the Man of Strengths analysis of the 4M Management Theory. Secondly, in the analysis of interview content, the comprehensive level of coaches is crucial for the development of amateur youth football clubs. High-level coaches not only enhance the club's image but also ensure the comprehensive development of youth. By providing training and promotion opportunities, the club maintains the high level of coaching staff stability. Additionally, a free and supportive work environment, along with a clear career development path and reward system, enhances the motivation of the coaches. Overall, the comprehensive level of coaches has a direct impact on the club's teaching quality, parental satisfaction, and youth's growth, making it a critical factor in the club's development.

Among other factors, its average ranking is relatively low. In the analysis of interview content related to Your current club has a great reputation and reach, the club's influence and reputation are based on two very important reasons, one of which is the level of coaches. Coaches represent the club's public image, and parental and youth recognition of the coaches is an important reason for them to continue to stay at the club and help promote it. Another reason is the club's facilities and equipment factors mentioned earlier.

Regarding the analysis of interview content for the factors Your satisfaction with the quality of training and competition at the club and the timing of activities arranged

by the club is reasonable, the quality of training and the reasonableness of activity scheduling at the club also depend on the level of coaches and good Amenities facilities. The comprehensive level of coaches serves as the foundation and a significant influence for the other three factors.

### The conditions of economic development

Among these factors, the researchers chose the developed economic level of Guangzhou can promote the development of amateur youth football clubs. Firstly, the questionnaire data analysis reveals that this factor has an average value of ( $\bar{X}=3.98$ ), placing it fifth among all factors. It also ranks first in the GROW Model's Will of Opportunities analysis, as well as first in the 4M Management Theory's Money of Opportunities analysis. Secondly, the developed economic environment of Guangzhou is crucial for amateur youth football clubs, according to interview content analysis.

Parents have the ability to support their children's participation in club football training and matches, and clubs can generate stable income from training fees, match fees, and additional services. A high-income level also helps clubs pay competitive coach salaries, improve teaching quality, and enhance club reputation. This economic environment provides clubs with a strong market foundation and development opportunities.

Based on the data obtained from the above survey, combined with literature and discussions related to the operation of football clubs, researchers have developed a new model for the operation of amateur youth football clubs in Guangzhou, namely the PLACE Model. This model will be applied to the operation of amateur youth football clubs in Guangzhou.

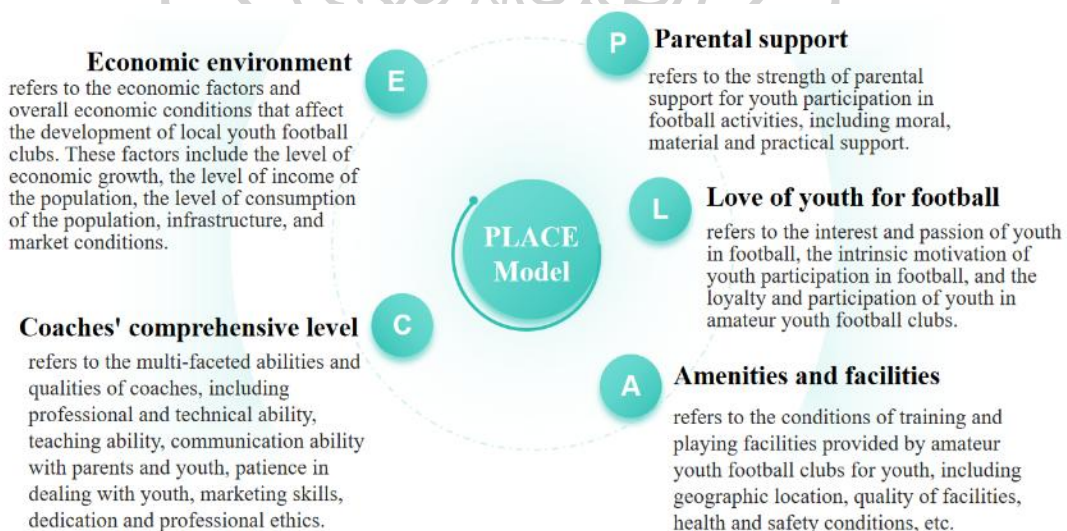


Figure 10 PLACE Model

Through questionnaire surveys of amateur youth football clubs in Guangzhou, interviews with pertinent stakeholders, and relevant literature research, the researcher explains the concepts used in the new PLACE Model. She then analyzes the new model as follows:

**P - Parental support**, the degree of parental support for teenagers' involvement in football not only manifests in financial assistance, but also encompasses various forms of spiritual and practical backing. Parents play a critical and multifaceted role in teenagers' participation in amateur youth football clubs. Firstly, parents serve as motivators, with a significantly heightened sports consciousness in recent years. They recognize the importance of teenagers engaging in sports for their healthy development, believing that involvement in football can enhance teenagers' resilience, teamwork skills, and social abilities. Particularly in contemporary society, parents consider social skills crucial for teenagers' growth. Secondly, as consumers, parents provide financial support for teenagers to cover training, competition, and equipment expenses. The fees paid by parents for training and matches constitute the primary source of income for amateur youth football clubs. Thirdly, parents act as intermediaries between amateur youth football clubs and teenage players. Effective communication between the club and parents is vital, ensuring the club stays informed about the needs of teenage players and parents, as well as their satisfaction with the club's services and feedback on related issues. Parents can also assist the club in planning and nurturing teenage players' development, as well as providing support in other areas such as scheduling, transportation, and fostering healthy habits.

**L - Love of youth for football**, the intrinsic motivation for youth to participate in football, along with their loyalty and engagement in amateur youth football clubs, plays a crucial role. Amateur youth football clubs must fully utilize this influencing factor to improve their training service level. As a sports training institution, the quality and effectiveness of football training are paramount, but for amateur youth football clubs, popularizing football and enhancing and maintaining youth's interest in football is more important. Unlike professional football clubs, amateur youth football clubs offer a fun-filled training curriculum that enhances the concentration of young players, while maintaining a moderate level of difficulty to encourage them to continuously challenge themselves and improve. At the same time, it is necessary to comprehensively cultivate youth, including improving psychological qualities and mental health, establishing correct values, promoting teamwork, and enhancing social skills. In addition, amateur youth football clubs should provide excellent development pathways for youth. For those who are extremely passionate about football and have high talent and skill levels, the club should provide higher-level training, better competitive opportunities, and even opportunities for professional football development. For those with relatively lower football skills but still possess an intense passion for the game and high levels of moral and cultural literacy, the club should

offer pathways for further education for sports-talented students. The love of youth for football is not only their main driving force to participate in football but also strengthens their engagement and loyalty, promoting the development of clubs and the comprehensive growth of youth.

**A - Amenities and facilities**, refers to the conditions of training and competition amenities and training facilities that amateur youth football clubs provide for youths, taking into account factors such as geographic location, the quality of the amenities, and health and safety conditions. The amenities and facilities of the club shape its initial impression on consumers. The quality of these amenities and facilities fully demonstrates the club's professionalism and reliability, thereby enhancing its brand image and bolstering the trust of parents in the club. It also reflects the club's seriousness and responsibility for youth to ensure their healthy and safe development at the same time. Good amenities and facilities also provide a guarantee for high-quality training and competitions. Youths who train and compete in well-maintained, comfortable environments are better able to focus and raise their performance levels. Clubs can utilize high-quality amenities and facilities to diversify their business offerings, such as hosting football summer and winter camps, hosting tournaments, and engaging in outdoor sports activities. Simultaneously, this implies that clubs should allocate more resources towards enhancing the quality of amenities and facilities. Guangzhou, being an economically developed city, boasts high resident incomes and high levels of consumption. However, the quality of amenities and facilities in all aspects remains excellent. The cost of renting stadiums is also very high, all interviews with Guangzhou amateur youth football club managers revealed that the club's biggest expenditure item is currently the biggest expenditure item of the club is the cost of field rent is the club's biggest expense. Club facilities are crucial for youth football, they not only directly influence the quality of training and matches, but also significantly influence the safety, health, and enthusiasm of young players, as well as the club's future development. Amateur youth football clubs should pay attention to the construction and maintenance of amenities and facilities to provide the best sports environment for youths and promote their all-round growth and progress.

**C - Coaches comprehensive level**, refers to the abilities and qualities of coaches in various aspects, such as their professional and technical skills, their ability to teach, their ability to communicate effectively with parents and youths, their patience when dealing with youth, their dedication and professional ethics, among others. First and foremost, high-level coaches can not only improve youth's football skills but also promote their overall development in many aspects. Interviewed parents of amateur youth football clubs in Guangzhou expressed their appreciation for the coaches dedication, patience, ability to establish healthy values and role models for the youth, and their commitment to ensuring the youth's physical and psychological development, skill level improvement, and match results. The improvement in skill

level and competition results is relatively minor. Secondly, as coaches of modern amateur youth football clubs are often multi-tasking, not only as coaches but also taking care of the sales tasks of the clubs, coaches are also the bridge between the clubs and the consumers, so this requires coaches to have certain communication skills with the consumers and marketing skills at the same time. Ultimately, the club manager revealed that the coaches salaries represent the club's second-highest expense. Consequently, the club rigorously monitors the coaches quality from the start of recruitment, scrutinizing their moral character and coaching proficiency, among other factors. The survey reveals that all coaches at amateur youth football clubs in Guangzhou hold formal coaching certificates, with the AFC B license being the highest level. They also receive a competitive salary and development plan, as well as incentives such as sales and commissions, to enhance their performance. They also offer coaches a more satisfactory salary and development plan, and encourage their work motivation and execution through sales and commissions. High-level coaches can not only improve youths' football skills but also promote their overall growth in various aspects.

**E - Economic environment**, the term refers to all the economic factors and overall economic conditions within a local area that influence the development of youth football clubs. These factors include economic growth levels, income levels, infrastructure, and market conditions, among others. The improved economic environment allows more families to afford their children's football training fees, increasing the club's attractiveness and participation numbers, and promoting the club's sustainable development. A favorable economic environment provides sufficient financial support, enabling clubs to invest more resources in equipment purchases, field rentals, and coach hiring, thereby enhancing overall operational standards. The government plays an active role in the economic environment by promoting the development of youth football clubs through policies and financial support, advancing the population and enhancement of sports among youth. The average annual household consumption expenditure of urban residents was RMB 49,480, a 5.7% increase from the previous year. According to the 2023 Guangzhou Sports Work Summary, in 2022, Guangzhou's sports industry reached RMB 214.793 billion, with an added value of RMB 51.573 billion, accounting for 1.8% of the city's GDP. According to data released by the Guangzhou Sports Bureau, as of January 2023, Guangzhou had 148 community football fields. In terms of government support, from 2015 to present, Guangdong Province has issued a total of eight policy documents to ensure the development of sports in the province. Guangzhou's developed economic environment is critical to the development of amateur youth football clubs. The majority of families have high payment capabilities and consumption willingness, enhancing the government and enterprises' support for youth football and providing a solid economic foundation for long-term club development. By leveraging these

favorable economic conditions, amateur youth football clubs in Guangzhou can continue to grow and provide youth with a better platform for football training and development.

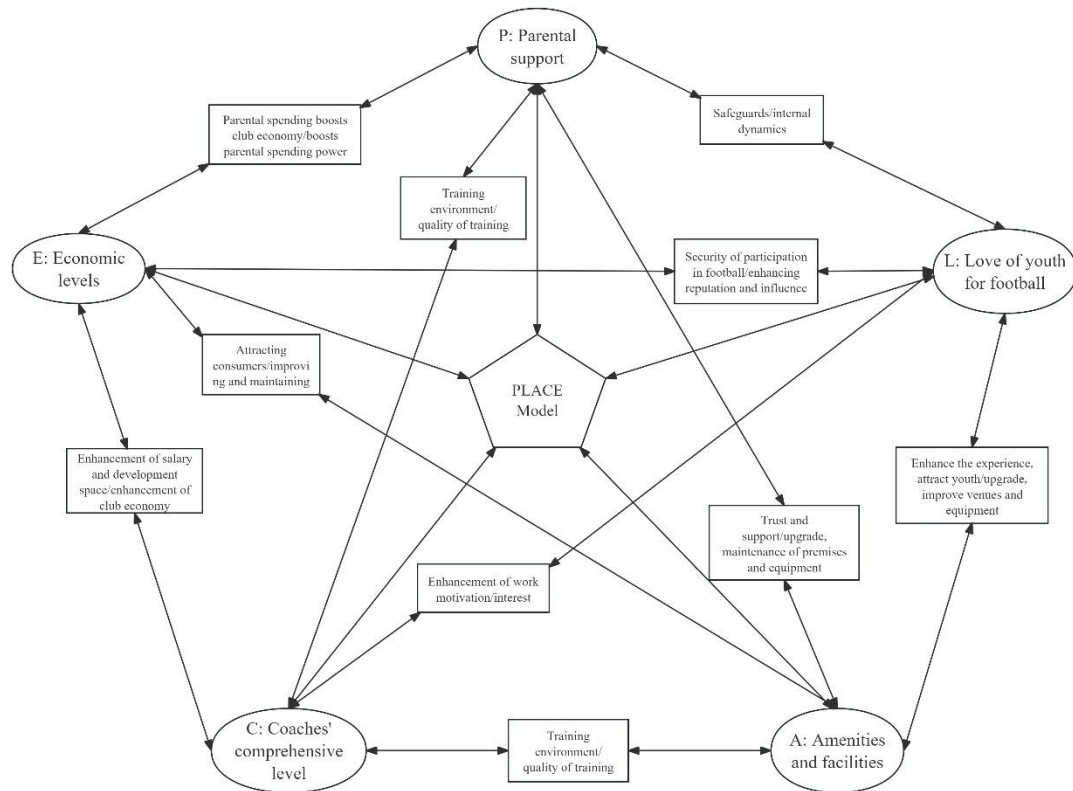


Figure 11 PLACE Model diagram

Adopting the new PLACE Model in the operation of amateur youth football clubs in Guangzhou is poised to enhance their understanding of current development status and future prospects, facilitating healthy and sustainable growth. This model focuses on three pivotal stakeholders: parents, youth players, and coaches. Clubs should prioritize meeting the needs of parents by leveraging their enthusiasm and support for youth football. Enhancing club management measures and development plans based on parental feedback can clarify development directions, meet reasonable demands, and increase parental loyalty. This approach not only boosts youth participation but also stabilizes the club's customer base.

For youth players, beyond improving football training quality, clubs should support holistic development and provide tailored developmental pathways. Fostering a sense of belonging and maintaining passion for football ensures a stable and engaged customer base, essential for sustainable growth. Equally important is enhancing coaches' comprehensive abilities to meet club and parental expectations. Providing diverse training opportunities and platforms helps coaches address varied

challenges, ensuring their stability, enthusiasm, and effectiveness in nurturing young players.

Investment in hardware facilities is critical within financial constraints, ensuring adequate and modern training grounds that accommodate large numbers of youth players at the same time. Professional facilities not only enhance training quality but also bolster the club's reputation, attracting new customers and securing primary income streams. Finally, Guangzhou's economic prowess allows clubs to increase investment, sensibly adjust fee structures, and diversify services to boost revenues. Strengthening partnerships with government and enterprises can secure additional funding and support long-term stability and development.

### **4.3 The results of the development of the new model, and evaluated through Connoisseurship.**

#### **4.3.1 Development of new Model in the operation mode of amateur youth football clubs in Guangzhou.**

This study examined the present state of amateur youth football teams' operations in Guangzhou City using the GROW Model's Goal, Reality, Options, Will aspects and the 4M Management Theory's Management, Money, Man, Material elements. The SWOT Analysis approach was utilized to quantitatively evaluate and rank the elements associated with the GROW Model and 4M Management Theory. From this analysis, 24 components with relatively high relative average scores in internal strengths and external opportunities were identified. Using qualitative analysis, the interview data of managers, coaches, and consumers of amateur youth football clubs in Guangzhou was analyzed. Recurring factors were identified and integrated to establish the PLACE Model. This model provides a detailed conceptual definition and explanation of the five factors involved.

P: Parental support

L: Love of youth for football

A: Amenities and facilities

C: Coaches comprehensive level

E: Economic environment

#### **4.3.2 Evaluation and results of the connoisseurship on the development of the new model in the use of amateur youth football clubs in Guangzhou.**

This connoisseurship invited 9 experts to evaluate the implementation of the PLACE Model in the development of Guangzhou youth amateur football clubs, including associate professors of related majors, senior managers involved in the management of Guangzhou Football Club, and coaching experts with rich experience in youth football training. The following questions were discussed.



### **Feasibility of the PLACE Model**

Experts believe that the PLACE Model incorporates crucial factors for the growth of amateur youth football clubs in Guangzhou. The conceptual definition of these factors is relatively new and can present fresh arguments, significantly contributing to the development of amateur youth football clubs in the city. In the past, the management of clubs relied solely on the experience of managers or investors, or on their knowledge of which aspects to manage or operate the club. However, there was no existing framework or model to guide managers. With the PLACE Model as a guide, managers will have clear guidance on which aspects to improve, preventing unnecessary deviations. Therefore, the PLACE Model is technically feasible. Expert B: In the past, club management basically relied on the manager's personal experience, there was no theory to follow, now there are some theories and models to provide some help to some clubs, especially clubs that are just starting out.

### **Parental Support**

Parental support is a key factor in the operation of amateur football clubs in Guangzhou. Parents play multiple roles in their children's football participation, providing not only financial support but also emotional and psychological encouragement. Expert C: Parents and the club have a close connection, the club must provide quality education or training to the youth, enabling them to recognize the club and trust that their children will receive training there. The club organizes activities such as open days, parents' meetings, and parent-child football matches to improve parents' understanding of the training plan and objectives and to enhance their sense of involvement and recognition. Meanwhile, mothers play an important role in family decision-making, so clubs should focus on communicating with mothers to improve enrollment and retention rates. Expert G to say, many children's ability to come and play football is decided by their parents, even by their mothers, and this parental support is indeed very important. high-quality training and services not only promote long-term participation of children but also brings about a good word-of-mouth effect and attracts more families to join the club, thus contributing to the stable development of the club and the promotion of youth football. Regarding the factors influencing parental support, Expert D stated: Although my own child does not participate in football, but rather basketball, I, as a parent, also support it. This suggests that the child's personal preference plays a significant role, aligning with the PLACE Model's criteria. Additionally, there are numerous other factors, including those beyond the PLACE Model, such as parents' work schedules. Secondly, there are a lot of factors, including those outside the PALCE Model, such as parents' working hours, children's high academic pressure during the exam cycle, children's injuries and illnesses, family moves, etc., which need to be summed up again.

### **Love of Youth for Football**

Love of Youth for Football is a core factor that drives a club's success. A competent coaching staff can fuel a youth's love of football, and their interest and engagement directly impact the effectiveness of the club's operations. Clubs need to create a positive football atmosphere and design engaging and challenging training programmes to inspire children so that they are willing to stay in training for long periods of time. Expert D: In the past, some traditional Chinese training methods, which were rather boring and included some coaches in the children's education, were not effective. This resulted in a gradual loss of interest in football, potentially leading to the loss of talented children. These children did not come to play football when combined with the club's development, resulting in a lack of students and a loss of most sources of income. This situation is certainly not conducive to the club's growth. Clubs should also organise football-related activities outside of training and matches, such as observing professional football matches on site, inviting star players to give lectures, and organizing football exchanges to other cities, provinces, or even countries.

### **Amenities and Facilities**

High-quality amenities and facilities are critical for clubs to attract parents and youth. High-quality amenities, a safe training environment, and perfect equipment can all help to improve the training effect and the club's professional image. When finances permit, the club can invest in professional and modern training aids to enhance the technical proficiency of players, elevate the club's training standards, and enhance the overall performance of the game. Expert A: At the moment, Guangzhou's amateur pitches lack adequate equipment, for instance, they lack changing rooms and stands, and some lack lights, limiting their use for training solely during the day. This situation hinders the clubs' growth, and the PLACE Model's focus on amenities equipment serves as a reminder for managers to prioritize when selecting training facilities for their clubs. Clubs need to regularly maintain and update their amenities and facilities to ensure that training conditions are excellent and meet the expectations of parents and children. Expert H said, Club amenities and facilities factors are not only internal to the club but also external, such as accessibility, ease of parking, and whether there are larger neighborhoods or a certain number of schools in the vicinity, which can affect the club's enrolment.

### **Coaches Comprehensive Level**

The comprehensive level of coaches has a direct impact on the quality of the club's teaching and the effectiveness of the youths' training. High-level coaches not only need to have professional football knowledge and skills, but they also need good communication and education skills to stimulate children's interest and potential. Good coaches not only need to have solid football skills and teaching ability but also set an example for the youth to follow. Clubs should enhance the professionalism of

their coaches through continuous training and professional development so that they not only excel technically but also become role models for children in terms of character and attitude. Clubs should focus on the selection and training of coaches to ensure that they are able to provide quality teaching and learning. Clubs can evaluate the quality of coaches by establishing a clear reward and punishment system or an assessment system, which not only evaluates their professionalism but also considers their daily norms, player and parent satisfaction, and marketing abilities. Expert F stated: The coaches play a crucial role in the operation of a club. The coaches play a significant role in determining a child's commitment to training, their love for the sport, and their love for the club. Expert D: The words and actions of the coaches will profoundly affect the values and behavior of the children. Therefore, a high-level coach should have good professional ethics and responsibility and be able to motivate and guide the children to grow up healthy. Expert G stated, With the exception of rent, our club spends the most on the salary of our coaches, and this amount is considered to be at the middle to upper level, demonstrating the club's significant investment in this role. When introducing the model just now, it was mentioned that coaches have sales skills and communication ability, which I very much agree with because coaches with this ability are the most suitable coaches to help the club retain parents and even develop parents. As an amateur youth club, achieving profit is a crucial objective. As a member of the club, it's not just about excelling in training and competition, but also about effectively communicating with parents, engaging with youth, marketing, and generating additional work. This type of coach is comprehensive and versatile.

#### **Economic environment**

Economic environment includes the financial strength of the club and the economic level of the consumers. Clubs need to have sufficient funds to support their daily operation and development, to ensure the maintenance and updating of facilities and equipment, as well as the salaries and training of coaches. At the same time, clubs must understand the economic level of consumers and set reasonable fees to encourage more families to participate. Economic factors are particularly important in the wake of the epidemic, and sound economic planning and management can ensure the sustainability of clubs. Expert A states that the market demand for amateur sports in China, be it adult or youth, is significantly high. This presents a significant opportunity for amateur youth football clubs. Guangzhou, a top-ranked city in China in terms of GDP, not only boasts a high demand but also a high consumption rate, thereby offering a vast market potential. Expert D believes that clubs should not treat children from different family economic situations differently in terms of services, education, and care. For children from average economic situations, clubs should provide more care and attention. Clubs can help some family conditions. In addition to fostering a love for football, clubs can also benefit high-level children through public welfare activities, allowing parents to feel the club's concern while also

enhancing the club's reputation and social responsibility.

#### **Need for additions and substitutions of other factors in the PLACE Model and recommendations for the model and model manuals**

Firstly, the experts believe that the PLACE Model has already encompassed all the necessary factors for the operation of amateur youth football clubs in Guangzhou. These factors range from the internal management of clubs, which includes amenities and facilities, to the management of coaching staff, the external economic level, parental support, and the youth's love of football. Additionally, the model also takes into account external stimuli, from the macro demand of the sports market to the micro demand of individuals. Expert A: The PLACE Model has been an all-encompassing exposition of club operations, and through the seminar, experts also discussed the importance of each factor in the PLACE Model, which is essential for the development of amateur youth football clubs.

All experts concurred on the feasibility of the PLACE Model User Manual, prompting the club administrator, Expert G, to propose: During the current status assessment of the User Manual, should we explore the issues listed in the manual, or adjust it to suit the unique circumstances of various clubs? If we need to explore these issues, could we incorporate additional questions? If we can refine them within the framework, could we take notes?

#### **Conclusion**

The PLACE Model encompasses five key influencing factors in the operation of Guangzhou amateur football clubs: parental support, youth's love for football, amenities and facilities, the comprehensive level of coaches, and the economic environment. In practical applications, clubs must continuously adjust and improve according to the actual situation to ensure the model's effectiveness and adaptability. Through long-term tracking and evaluation, the application value of the model can be enhanced to promote the sustainable development of the club.

#### **4.4 Interviews with relevant stakeholders of amateur youth football clubs in Guangzhou implementing the PLACE Model.**

The feasibility of the PLACE Model and the importance of its five factors were invited from 15 stakeholders (5 managers, 5 coaches, and 5 consumers) of 15 amateur youth football clubs in Guangzhou, and the results of the interviews were content analyzed.

##### **Feasibility of the PLACE Model**

The PLACE Model is widely recognized as being able to significantly improve the operational efficiency and effectiveness of amateur youth football clubs in Guangzhou. Managers, coaches, and consumers agreed that the PLACE Model helps clubs to be more scientific and organized in resource allocation, strategic planning, and day-to-day management by integrating key factors such as parental support,

youth's love of football, amenities and facilities, coaches comprehensive level, and economic environment through a systematic framework. Managers specifically mentioned that the PLACE Model can help clubs avoid wasting resources in strategic planning and improve the overall management level.

### **Parental Support**

Parental support was widely recognized as a key factor in the development of amateur youth football clubs in Guangzhou. Managers, coaches, and parents emphasized that the financial support provided by parents, as well as their moral encouragement and involvement, is crucial to the children's football development. Parental involvement not only improves the children's self-confidence and motivation, but it also directly supports the club's operations and event organization through volunteerism and other forms of support, creating a closer club relationship.

### **Love of Youth for Football**

The love of football among youth is recognized as a core driver for the continued development of clubs. Managers, coaches, and consumers agree that maintaining the interest and passion of youth is vital to their long-term involvement in football training. By providing high-quality training, enrichment programs, and challenging competitions, clubs are able to stimulate youths' interest and enable them to enjoy football whilst improving their skills, which is vital to the development of good players and long-term development.

### **Amenities and Facilities**

The quality of amenities and facilities is unanimously recognized as an important factor in the development of amateur youth football clubs in Guangzhou. Both managers, coaches, and parents agree that good-quality training grounds and facilities are the basic guarantee for quality training and competition. A good amenity not only improves the training effect but also ensures the safety of the youth, reduces the occurrence of injuries and illnesses, and enhances the trust and satisfaction of parents and players towards the club. In addition, good facilities also help the club establish a good brand image in the market and attract more families to participate.

### **Coaches Comprehensive Level**

A favorable economic environment is critical to the development of amateur youth football clubs in Guangzhou. Managers, coaches, and parents all agree that a stable economic environment can provide sufficient financial support for clubs to continuously improve their facilities and organize high-level competitions and activities, thus attracting more youth participation. An improved economic environment not only makes football training more affordable for families but also provides a strong guarantee for the club's long-term development.

### **Recommendations for the PLACE Model**

In the current proposal for the PLACE Model, consumers have expressed that, despite the favorable economic environment and the rise in people's incomes and spending power, some consumers still have average household finances. They have also suggested that different consumers have different needs for joining clubs, and that the PLACE Model should take these factors into account.



## Chapter 5

### Conclusion, Discussion and Recommendations

This study developed the GROW-SWOT Model for the operational structure of amateur youth football clubs in Guangzhou, utilizing both quantitative and qualitative research methods to examine their operational status at that time. The approach involved a questionnaire survey administered to consumers of Guangzhou youth amateur football clubs. The researchers designed the questionnaire based on the literature review, the GROW Model, and 4M Management Theory. A total of 185 consumers were surveyed. The statistical data analysis included frequency distribution, percentage, arithmetic mean, and standard deviations. The qualitative analysis consisted of interviews with 15 managers, 10 coaches, and 5 consumers of Guangzhou youth amateur football clubs, as well as content analysis of relevant literature to create a new operational model for these clubs. Experts evaluated the new model to refine and establish the final version of the model.

#### 5.1 Conclusion of research results

##### 5.1.1 Results from a study of the current situation of amateur youth football club operations in Guangzhou

Based on the data analysis of the questionnaire survey and the content analysis of the interviews of amateur youth football clubs in Guangzhou, and combined with the GROW Model and the 4M Management Theory, the current operating status of amateur youth football clubs in Guangzhou is summarized.

Firstly, an analysis was conducted using the GROW Model. The results indicate that parental support and youths' passion for football are the main internal driving forces. Specifically, in terms of Goal, consumers generally believe that the club's development goals align with their personal needs, transitioning from pursuing competitive results to improving physical fitness and social skills. Parents' awareness and ideas about sports are gradually increasing. The club's fees are reasonable, and there is room for improvement. The club needs to enhance its promotion of goals. In Reality, parents provide the highest level of support for their children to participate in football training, with children often choosing to join amateur football clubs due to their passion for the game. Additionally, the club's facilities and coaching team are highly recognized. Regarding Option, consumers believe that the current club has a significant advantage over others, with reasonable activity arrangements and an excellent youth development program. However, the club lacks the awareness and ability to expand its business. In terms of Will, Guangzhou city's economic

development has promoted the development of amateur youth football clubs. The club has allocated a larger budget for development, possesses excellent execution capabilities, and can offer rewards for active participation in activities or outstanding performance.

Furthermore, an analysis is conducted based on the 4M Management Theory. In terms of Management, consumers express overall satisfaction with the level of the club's coaching team, training quality, and match effectiveness. Consumers also acknowledge the club's execution ability and the rationality of its activity arrangements. In Money terms, the economic development level of Guangzhou is an important driving force for the club's development. The club has ample funds for its development, consumers with relatively high incomes are eager to invest in youth football participation, the club needs to implement strategies to boost revenues, and the influence of family economic pressure on youth participation in club activities is negligible. In terms of Man, parents strongly support their children's participation in football training, children choose to join the club due to their passion for football, and the coaching team is of a high caliber. In terms of Material, the quality of the club's facilities and amenities reflects the professionalism and reliability that parents and youth highly recognize.

In conclusion, multiple factors such as active parental support, the passion of young football enthusiasts, excellent field facilities, a high-level coaching team, and the prosperous economic environment of Guangzhou influence the development of amateur youth football clubs in Guangzhou. These factors interact collectively to form an ecosystem conducive to the development of youth football, driving the flourishing growth of amateur youth football clubs in Guangzhou.

### **5.1.2 The conclusion of development model of amateur youth football clubs in Guangzhou**

In order to develop the PLACE Model and implement it in the operation of Guangzhou amateur youth football clubs, the researcher conducted a comprehensive quantitative and qualitative analysis. The quantitative analysis combines the four elements of the GROW Model—Goal, Reality, Option, and Will—and the four elements of the 4M Management Theory—Management, Money, Man, and Material—and analyzes the strengths and weaknesses of the consumer questionnaire data in terms of internal capabilities and the external environment, as well as ranking the opportunities and threats. Conducted qualitative analyses by interviewing club managers, coaches, and consumers to understand operational realities. Finally, the researcher combined the survey data and related literature to construct the PLACE Model, which is planned to be applied to the operation of amateur youth football clubs in Guangzhou.



- 1.P: Parental support
- 2.L: Love of youth for football
- 3.A: Amenities and facilities
- 4.C: Coaches comprehensive level
- 5.E: Economic environment

**Parental support:** Parental support is one of the most important factors in youth participation and club membership, not only in terms of financial support, but also in a wide range of moral and practical aspects. As promoters, parents have become much more aware of sport in recent years and see youth participation in sport as essential for their healthy development. Parents, as consumers, provide financial support for youth training, competition, and equipment costs, which are the main sources of income for clubs. At the same time, parents act as a bridge, and effective communication between clubs and parents is crucial. Clubs need to understand the needs of youth and parents and their satisfaction with their services in order to better plan and support youth development.

**Love of youth for football:** Youth love for football is an intrinsic motivation for youth to participate in football and a reflection of their loyalty and participation in amateur youth football clubs. Clubs must make full use of this factor to improve the quality and effectiveness of their training and to focus on popularizing the game in order to increase and maintain youth's interest. At the same time, clubs should provide good development pathways for youth, whether it's through high-level training and competition opportunities or access to tertiary education through football specialization.

**Amenities and facilities:** Clubs' training and competition amenities and facilities, including geographical location, quality of amenities, and health and safety conditions, are important external guarantees for club development. Quality amenities and facilities not only enhance the club's professional image and parents' confidence, but also ensure high-quality training and competition. Clubs should continue to invest in improving the quality of amenities and facilities to ensure that youth train and play in an environment that is conducive to their all-round development.

**Coaches comprehensive level:** The comprehensive level of coaches is defined by their professional and technical ability, teaching ability, ability to communicate with parents and youth, patience with youth, dedication, professional ethics, and other qualities. Parents highly recognize high-level coaches not only for improving youth's football skills, but also for fostering their psychological development and team spirit.

**Economic environment:** The economic environment, including local economic growth, income levels, infrastructure, and market conditions, has a significant influence on the development of youth football clubs. The well-developed economic environment in Guangzhou provides families with sufficient affordability, allowing clubs to attract more participants and promote sustainable development. At the same

time, government policies and financial support provide a robust guarantee for the development of youth football.

In conclusion, the active support of parents, the enthusiasm of youth for football, the excellent field facilities, the high-level coaching team, and the developed economic environment all work together to form an ecosystem conducive to the development of youth football, which promotes the prosperous development of amateur youth football clubs in Guangzhou. These factors not only directly affect the quality of club operations and youth participation but also have a profound impact on the overall growth of youth and the long-term development of clubs. Nine experts in Connoisseurship discussed the research results above, expressing unanimous approval of the PLACE Model.

### **5.1.3 The results of the feasibility evaluation of the PLACE Model**

Connoisseurship and relevant stakeholder interviews evaluated the PLACE Model as highly feasible for enhancing the operational structure of youth amateur football clubs in Guangzhou. The model's five key factors—Parental support, Love of Youth for football, Amenities and facilities, Coaches comprehensive level, and the Economic environment—are critical to the development of clubs, influencing resource allocation, participation, training quality, and financial stability. Experts and relevant stakeholders agreed that the model provides a structured framework to help optimize resource utilization and support the sustainable development of amateur youth football clubs.

## **5.2 Discussion**

### **5.2.1 Current situation of amateur youth football clubs in Guangzhou**

Based on survey questionnaires and interview analysis, multiple factors influence the growth of amateur youth football clubs in Guangzhou. Parental backing and youth passion serve as primary internal motivators. Parents strongly endorse their children's football involvement, investing time and resources. Parents, many football enthusiasts, view the sport as beneficial for physical health, teamwork, and competitiveness. Youth's love for football is their driving force, finding joy and accomplishment in training and matches. Club managers emphasize the crucial role of parents in encouraging youth involvement. Understanding parents' and youths' needs is vital for providing quality services.

Quality amenities, facilities, and a top-notch coaching staff are external factors ensuring youth football development. Satisfaction with modern training grounds and facilities is high among club members. Parents approve of excellent facilities, ensuring safety and building trust. Managers believe top-notch amenities and facilities showcase clubs' professionalism, attract consumers, and enhance influence. A quality coaching team is essential, focusing on football skills, psychological development, and team spirit, valued by parents and youth. Coaches play a pivotal role in the club's

software strength, influencing consumers' club selection.

Guangzhou's prosperous economic environment strongly supports youth football's popularity and growth. Parents can afford club costs and related expenses due to the city's improved economy, reducing financial pressure. Economic prosperity enables clubs to enhance services, facilities, and garner increased government and societal support for youth sports. Economic backing and social attention are key drivers of youth football development in Guangzhou.

In summary, parental support, youth enthusiasm, excellent amenities, high-level coaching teams, and economic prosperity create a conducive environment for youth football growth, fostering its development in Guangzhou.

### **5.2.1 Development a new model for the operation of amateur youth football clubs in Guangzhou**

#### **Parental support**

Parental support is a key factor in the operation of amateur football clubs, with parents playing multiple roles in providing financial, emotional, and practical support to their children on their football journey. They are enablers, increasingly aware of the importance of sport for youth development, including the enhancement of willpower, teamwork, and social skills. This is consistent with research by (Knight et al., 2016). The study categorizes the type of parental support for adolescents' participation in sport into four categories: supporters, providers, assistant coaches, and administrators. (Light et al., 2013) also suggested in their study that adolescents' initial participation in sport is almost always a result of parental support and encouragement to join a youth sports club. Summarizing these factors is essential for a comprehensive understanding of parental support. This is consistent with the study by (Zheng & Yang, 2022), which concluded that parental support for children's participation in sport training is an important factor in children's successful participation in sport training and summarized the influences on parental support for youth participation in sport in seven dimensions: policy support, community support, family support, intrinsic motivation, school support, media support, and training quality support.

#### **Love of youth for football**

Youth's love of football is a core factor in a club's success. Children's enthusiasm and participation have a direct impact on the effectiveness of the club's operations. Clubs need to create a positive football atmosphere and design engaging and challenging training programmes to stimulate children's enthusiasm and make them willing to stay in training for a long time. This is in line with the study by (Ban, 2020), which found that among the factors influencing youths' participation in football, personal interest is the most important influencing factor.

#### **Amenities and facilities**

High-quality amenities and facilities are an important factor in attracting parents and youth. High-quality amenities, safe training environments, and well-equipped

facilities can help to improve training results and the club's professional image. This is consistent with (Wang et al., 2024) study: Sports facilities refer to the amenities, buildings, and related fixed ancillary equipment that can meet the requirements for the use of sports competition, training, teaching, and mass fitness, they are the basic material carriers for people to carry out activities related to physical exercise and an important hand in the implementation of national fitness. This is in line with (Hao, 2022) study, which argues that Guangzhou has the option of renovating the original ordinary football stadiums and improving their efficiency of use through the creation of innovative football amenities. In addition to the construction, renovation, and use of football stadiums, Guangzhou should also equip a certain number of Laborers and allocate sufficient funds to regularly inspect, register, replenish, and replace the basic football equipment of urban primary and secondary schools and youth football training institutes, so as to establish a security system for youth football.

#### **Coaches comprehensive level**

The comprehensive level of coaches directly affects the quality of teaching and the effectiveness of training. High-level coaches not only need to have professional football knowledge and skills, but they also need good communication and education skills to stimulate children's interest and potential. This is in line with (Li, 2021) study, which concluded that the current number of coaches in youth amateur football clubs is sufficient and the coaching level is high. Clubs should focus on the selection and training of coaches to ensure that they are able to provide quality teaching services. It is essential to set up a clear reward and punishment system or assessment system to evaluate coaches' professionalism, daily norms, players' and parents' satisfaction, and marketing ability. This aligns with the findings of (Liu, 2021) study, which posited that coaches serve as role models for students, transforming into idols due to their sports skills during the teaching process. Furthermore, coaches should focus more on their emotional attitudes, words, actions, and behaviors to shape students' personalities and character through their excellent qualities and standard behavior. Coaches should influence students' personalities and morality through their excellent qualities and standard behavior. This is consistent with (Wang & Wang, 2021) study, which categorized the competency factors of coaches in social football youth training organizations as athletic training ability, ability to direct matches on the field, team management ability, and general competency (sports manager, general qualities, and work ethic). This study innovatively proposes the marketing ability of coaches on this basis, which is also in line with the current development of amateur youth football clubs in Guangzhou.

#### **Economic environment**

Economic factors include the financial strength of the club and the economic level of consumers. Clubs need to have sufficient funds to support their daily operation and development, to ensure the maintenance and updating of facilities and

equipment, as well as the salaries and training of coaches. At the same time, clubs also need to understand the economic level of consumers and set reasonable fees and charges to attract more families to participate. Economic planning and management are particularly important in the aftermath of the epidemic to ensure club sustainability. This is in line with (Z. Zhang, 2017) study, where the demand for sports consumption is beginning to escalate as people's standard of living improves and health awareness increases. The study concluded that the low socioeconomic status of parents may lead to physical inactivity among adolescents. Therefore, clubs' social responsibility attributes play a crucial role in interacting with adolescents from average economic families and devising suitable responses (Männikkö et al., 2020).

### **Suggestions**

The PLACE Model has comprehensively covered the necessary factors for the operation of amateur youth football clubs, from the internal management of amenities and facilities and the management of coaches to the external economic level, parental support and the youth's love of football, and from the macro demand of the sports market to the micro demand of individuals.

### **5.2.3 Feasibility evaluation of the implementation of the PLACE Model on amateur youth football clubs in Guangzhou**

The PLACE Model was deemed highly feasible for improving the operational structure of youth amateur football clubs in Guangzhou. The model's key factors—Parental support, Love of Youth for football, Amenities and facilities, Coaches comprehensive level, and the Economic environment—are crucial for club development, impacting resource allocation, participation, training quality, and financial stability. The model offers a structured framework to enhance resource utilization and promote the sustainable growth of amateur youth football clubs.

## **5.3 Recommendations**

A recommendation for a study on the implementation of the PLACE Model in the operation of amateur youth football clubs in Guangzhou

### **5.3.1 Recommendations for the implementation of research results**

1. When using the manual for status assessment, clubs should fine-tune or add to the questions in the manual to suit their particular circumstances. Depending on the actual operating conditions of the club, clubs may add or modify some of the questions to better suit their specific needs. This proposal for flexible adaptation aims to ensure the practicality and effectiveness of the manual in different environments and conditions.

2. Clubs should use the PLACE Model to target the variability in economic status between households as well as the varying needs of consumers to join clubs. Therefore, the PLACE Model should flexibly take these differences into account in its practical application and provide more customized services to families and individuals

with different economic situations. Through such adjustments, clubs can better meet diversified consumer needs, thereby enhancing their overall attractiveness and market competitiveness.

3. The use of digital technology, such as intelligent management systems and player databases, will bring significant improvements to club operations. The Intelligent Management System can help clubs manage training arrangements, venue usage, and equipment maintenance more efficiently, ensuring smooth daily operations. Meanwhile, the player database can record and analyze the training performance, competition data, and growth trajectory of each youth, providing coaches with personalized guidance. These technological tools not only simplify the management process, but they also enable clubs to better track their players' development and make greater progress in their football journey.

#### 5.3.2 Recommendations for further research

1. When implementing the PLACE Model, it is advisable to commence with a trial run, guarantee that managers and coaches possess a comprehensive understanding of the model through training, and consistently evaluate the impacts during the application process. Clubs should use feedback to make necessary adjustments and enhance communication and cooperation. Data should drive decision-making, and we should consistently optimize operational strategies to ensure successful model implementation and foster the growth of youth football.

2. The next step in the PLACE Model research should focus on club managers' competencies and capabilities. Managers' abilities in strategic planning, resource integration, leadership, communication and coordination, adaptation, and innovation directly determine the effectiveness of implementing the model. Enhancing the quality of managers in these areas will help to better promote the application of the PLACE Model in practice and ensure the coordinated development and continuous improvement of clubs in all key factors.

3. Applying the PLACE Model in other regions, it is recommended that it be flexibly adapted to the local economic level, cultural background, and market demand.

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# Appendix A

## PLACE Model User Manual

### Contents

1. Introduction
2. Overview of the PLACE Model
3. Application steps of PLACE Model
4. Notes
5. Illustrations

### 1. Introduction

The purpose of this manual is to help the operation team of Guangzhou Amateur Youth Football Club to understand and apply the PLACE Model in order to improve the overall operation efficiency and effectiveness of the club. The PLACE Model is a new model developed based on the theoretical foundation of the GROW Model and the 4M Management Theory, and the use of quantitative research (SWOT Analysis) and qualitative research (descriptive analysis), the PLACE Model includes five key factors: P-Parental support, L-Love of youth for football, A-Amenities and facilities, C-Coaches comprehensive level, E-Economic environment.

### 2. Overview of the PLACE Model

P - Parental support: refers to the strength of parental support for youth participation in football activities, including moral, material and practical support.

L - Love of youth for football: refers to the interest and passion of youth in football, the intrinsic motivation of youth participation in football, and the loyalty and participation of youth in amateur youth football clubs.

A - Amenities and facilities: refers to the conditions of training and playing facilities provided by amateur youth football clubs for youth, including geographic location, quality of facilities, health and safety conditions, etc.

C - Coaches comprehensive level: refers to the multi-faceted abilities and qualities of coaches, including professional and technical ability, teaching ability, communication ability with parents and youth, patience in dealing with youth, marketing skills, dedication and professional ethics.

E - Economic environment: refers to the economic factors and overall economic conditions that affect the development of local youth football clubs. These factors include the level of economic growth, the level of income of the population, the level of consumption of the population, infrastructure, and market conditions.

### 3. Application steps of PLACE Model

Application Steps of the PLACE Model Using the GROW Model:

#### Step 1: Goal - Assessing the Objectives for PLACE Model Factors

##### **P - Parental support:**

1. Increase parents' trust and loyalty towards the club.
2. Identify parents' goals and expectations for club activities.
3. Utilize parents for expanding the customer base.

##### **L - Love of youth for football:**

1. Identify adolescents' expectations and goals for football activities.
2. Set goals to improve adolescents' football skills.
3. Establish goals for adolescents' growth and development within the club.

##### **A – Amenities and facilities:**

1. Determine improvement goals for amenities and facilities.
2. Set goals to enhance the quality and availability of training facilities.
3. Ensure the safety and hygiene of amenities and facilities.

##### **C – Coaches comprehensive level:**

1. Set goals to improve coaches professional knowledge and teaching methods.
2. Identify goals for coaches personal development and career growth.
3. Establish goals to enhance coaches comprehensive abilities, including communication with students and parents.

##### **E – Economic environment:**

1. Set profitability goals for the club.
2. Identify goals for utilizing external economic resources.
3. Establish goals to attract potential sponsorships and collaboration opportunities

#### Step 2: Reality – Assessing the Current Situation

##### **P – Parental support:**

1. Survey parents' support for youth football activities.
2. Investigate factors influencing parental support.
3. Collect parents' feedback and suggestions for club activities.
4. Understand parents' needs.

##### **L – Love of youth for football:**

1. Assess adolescents' interest in football.
2. Investigate factors affecting adolescents' participation and loyalty to the club.
3. Gather adolescents' opinions on training content and intensity.
4. Understand adolescents' needs.

##### **A – Amenities and facilities:**

1. Check the quality and maintenance of training amenities and equipment.
2. Assess whether existing facilities meet training needs and identify upgrade requirements.

3. Evaluate the safety and usability of amenities and equipment.
4. Ensure facilities meet hygiene standards, including conditions of locker rooms and showers.

**C - Coaches comprehensive level:**

1. Evaluate coaches professional knowledge, teaching methods, and communication skills.
2. Identify coaches personal development needs.
3. Collect feedback from students and parents regarding coaches.
4. Assess coaches satisfaction with the club.

**E – Economic environment:**

1. Analyze the club's financial status.
2. Examine the impact and availability of external economic factors.
3. Evaluate the reasonableness of fees and expenditure structure.
4. Seek potential sponsorship and cooperation opportunities.

**Step 3: Develop an Improvement Plan**

1. Develop specific improvement measures based on the assessment results.
2. Prioritize each factor and allocate resources accordingly.
3. Create comprehensive plans and targeted individual plans.

**Step 4: Implementation of the Improvement Plan**

1. Gradually implement improvement measures according to the plan.
2. Establish monitoring and evaluation systems.
3. Regularly monitor and assess the effectiveness of implementation.

**Step 5: Feedback and adjustment**

1. Collect feedback to understand the effectiveness and shortcomings of improvement measures.
2. Based on the feedback, adjust the plan for continuous improvement.

**4. Notes**

**Parental support:**

Avoid negative impacts on football activities due to excessive academic pressure. Communicate actively with parents to align their goals with the club's objectives.

**Love of youth for football:**

Prevent distraction from football by excessive use of electronic devices. Ensure a balance between training and academic responsibilities.

**Amenities and facilities:**

Improve amenities convenience, regularly inspect facility safety, and prevent injuries caused by equipment failure.

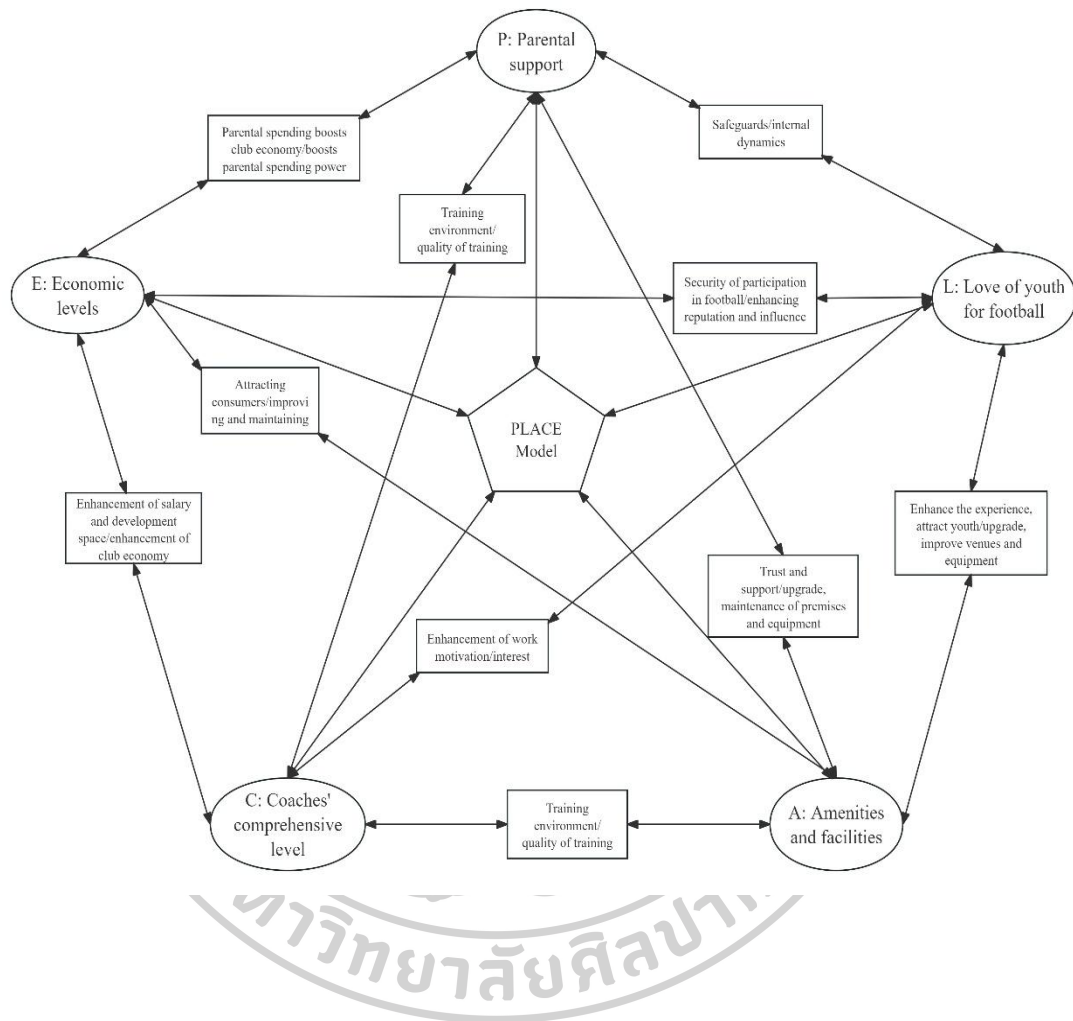
**Coaches comprehensive level:**

Enhance the comprehensive abilities of the coaches.

**Economic environment:**

Fully utilize favorable policies to expand the club's business. Reduce expenditures and increase revenue through partnerships and sponsorships.

**5. Illustrations**





## Appendix B

### Research Tools

#### Expert IOC Scoring

Questionnaire for Consumers of Amateur Youth Football Clubs in Guangzhou

NO	Topic	Expert			IOC	Suggestion
		A	B	C		
1	The development objectives of the club align with your personal needs.	+1	+1	+1	1	Agree
2	The reasonableness of the goals set by the club.	+1	+1	+1	1	Agree
3	The charges of the club are consistent with your expectations.	+1	+1	+1	1	Agree
4	You understand the club's development goals well.	+1	+1	+1	1	Agree
5	Chinese football has excellent high-quality star athletes to lead young people in participating in football sports.	+1	+1	+1	1	Agree
6	Guangzhou has a favorable environment for youth football.	+1	+1	+1	1	Agree
7	The current amenities and facilities of the club are sufficient.	+1	+1	+1	1	Agree
8	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.	+1	+1	+1	1	Agree
9	The club has effectively communicated and exchanged ideas with you.	+1	+1	+1	1	Agree
10	Your satisfaction with the comprehensive level of coaching staff at the club.	+1	+1	+1	1	Agree
11	The extent of your support for your child's participation in amateur soccer club training.	+1	+1	+1	1	Agree
12	Excessive use of electronics by youth does not affect their participation in physical activity.	+1	+1	+1	1	Agree

Questionnaire for Consumers of Amateur Youth Football Clubs in Guangzhou  
(continue)

13	Your child has chosen to join an amateur youth football club due to a passion for the sport.	+1	+1	+1	1	Agree
14	Academic pressure from school is not a significant factor influencing young people's participation in club activities.	+1	+1	+1	1	Agree
15	Your family's spending on sports has increased compared to the past.	+1	+1	+1	1	Agree
16	Spending at your current club does not put a financial pressure on you.	+1	+1	+1	1	Agree
17	Economic pressures from the family do not affect youths' participation in club activities.	+1	+1	+1	1	Agree
18	Your satisfaction with the quality of training and competition at the club.	+1	+1	+1	1	Agree
19	The club provides excellent avenues for the development of youths.	+1	+1	+1	1	Agree
20	The club fully utilized the favorable policies of China's youth football development.	+1	+1	+1	1	Agree
21	Your satisfaction with the effect of your training at the club.	+1	+1	+1	1	Agree
22	Your current club has a great reputation and reach.	+1	+1	+1	1	Agree
23	Based on the double reduction policy, youths have more leisure time to participate in football sports.	+1	+1	+1	1	Agree
24	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.	+1	+1	+1	1	Agree
25	The timing of activities arranged by the club is reasonable.	+1	+1	+1	1	Agree
26	The current club has better advantages compared to other amateur youth football clubs in Guangzhou.	+1	+1	+1	1	Agree

Questionnaire for Consumers of Amateur Youth Football Clubs in Guangzhou  
(continue)

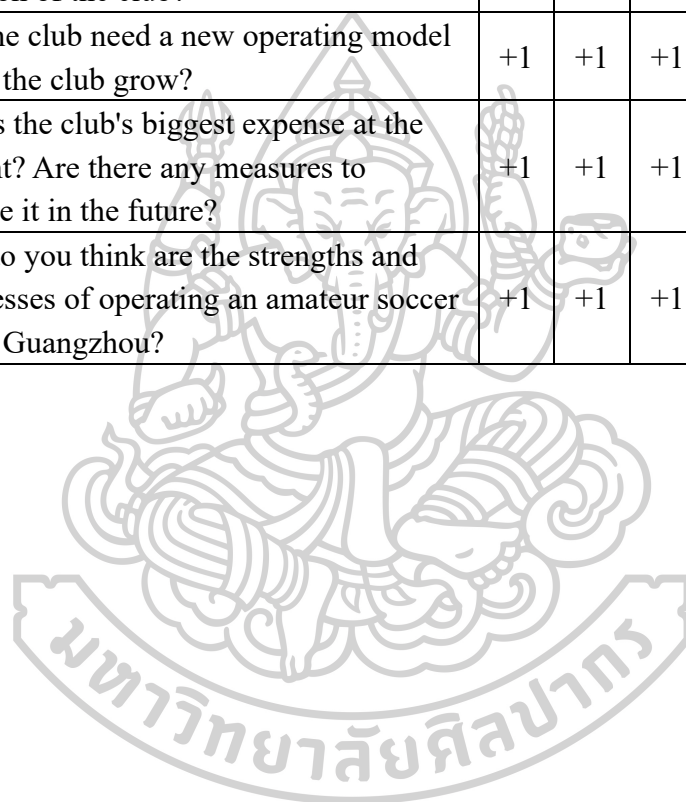
27	You are only willing to let your child participate in football activities, not in activities of other programs.	+1	+1	+1	1	Agree
28	You can provide feedback to the club and have a positive effect.	+1	+1	+1	1	Agree
29	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.	+1	+1	+1	1	Agree
30	The relevant departments of Guangzhou have provided significant assistance in the development of amateur youth football clubs.	+1	+1	+1	1	Agree
31	The club offers an excellent plan for youth players.	+1	+1	+1	1	Agree
32	The club has a development plan tailored to each youth player.	+1	+1	+1	1	Agree
33	The plan devised by the club is flexible and has alternative plans.	+1	+1	+1	1	Agree
34	The promotional measures of the club are very effective.	+1	+1	+1	1	Agree
36	The club possesses excellent execution capabilities that ensure the completion of plans.	+1	+1	+1	1	Agree
35	The club provide rewards for active participation in activities or exhibiting good behavior.	+1	+1	+1	1	Agree
36	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.	+1	+1	+1	1	Agree
37	The club needs to implement measures to expand its revenue in the future.	+1	+1	+1	1	Agree
38	The internet and big data have enabled clubs to execute their plans more effectively.	+1	+1	+1	1	Agree

Interview 1 Outline of Interviews with Managers of Amateur Youth Football Clubs in Guangzhou

NO	Topic	Expert			IOC	Suggestion
		A	B	C		
1	Name:	+1	0	+1	0.66	Delete
2	Unit:	+1	+1	+1	0.66	Delete
3	Position:	+1	+1	+1	1	Agree
4	Educational Qualifications:	+1	+1	+1	1	Agree
5	Major field of study:	+1	+1	+1	1	Agree
6	Please describe the organization of the following clubs?	+1	+1	+1	1	Agree
7	What are the goals and vision of your club?	+1	+1	+1	1	Agree
8	What strategies and approaches do you think would help achieve the club's goals?	+1	+1	+1	1	Agree
9	What knowledge has informed the strategies you have developed in managing your club?	+1	+1	+1	1	Agree
10	What revenue channels does the club have?	+1	+1	+1	1	Agree
11	What level amateur youth football clubs are in China's football industry?	+1	+1	+1	1	Agree
12	How is the club's venue, equipment and other resources used?	+1	+1	+1	1	Agree
13	Does the club have a management system? What management systems use in the club?	+1	+1	+1	1	Agree
14	What strategies and approaches of management and leadership to improve management effectiveness and teamwork?	+1	+1	+1	1	Agree
15	What is the current selling price for class by the club?	+1	+1	+1	1	Agree
16	What are the factors that determine selling prices of class by the club based on? What are the results of the pricing?	+1	+1	+1	1	Agree

Interview 1 Outline of Interviews with Managers of Amateur Youth Football Clubs in Guangzhou (continue)

17	How to recruit and select employees in the club?	+1	+1	+1	1	Agree
18	What are the guidelines for taking care of employees?	+1	+1	+1	1	Agree
19	What is the current situation with the entry and exit of employees?	+1	+1	+1	1	Agree
20	What problems do you encountered in the operation of the club?	+1	+1	+1	1	Agree
21	Does the club need a new operating model to help the club grow?	+1	+1	+1	1	Agree
22	What is the club's biggest expense at the moment? Are there any measures to improve it in the future?	+1	+1	+1	1	Agree
23	What do you think are the strengths and weaknesses of operating an amateur soccer club in Guangzhou?	+1	+1	+1	1	Agree



Interview 2 Outline of Interviews with Coaches of Amateur Youth Football Clubs in Guangzhou

NO	Topic	Expert			IOC	Suggestion
		A	B	C		
1	Name:	+1	0	+1	0.66	Delete
2	Unit:	+1	+1	0	0.66	Delete
3	Position(full-time/part-time):	+1	+1	+1	1	Agree
4	Educational Qualifications:	+1	+1	+1	1	Agree
5	Major field of study:	+1	+1	+1	1	Agree
6	Athlete level:	+1	+1	+1	1	Agree
7	Coach level:	+1	+1	+1	1	Agree
8	Please describe your personal development goals and plans as a coach. What do you hope to accomplish in soccer?	+1	+1	+1	1	Agree
9	What role have your personal competencies and skills played in your coaching career? Please share a successful experience.	+1	+1	+1	1	Agree
10	Are you satisfied with the club's salary structure and promotion method?	+1	+1	+1	1	Agree
11	Do you feel that the club is providing sufficient financial support to help you achieve your personal coaching development goals?	+1	+1	+1	1	Agree
12	Would you like the club to provide more financial support if needed?	+1	+1	+1	1	Agree
13	Does the club provide adequate training facilities and equipment to meet your coaching needs?	+1	+1	+1	1	Agree
14	Are there any specific training or skill areas that you feel the club could support or improve?	+1	+1	+1	1	Agree
15	What are the main challenges you have faced as a coach?	+1	+1	+1	1	Agree
16	Did these challenges involve the management and organization of the club?	+1	+1	+1	1	Agree
17	How do you think the club is performing in terms of management?	+1	+1	+1	1	Agree

Interview 2 Outline of Interviews with Coaches of Amateur Youth Football Clubs in Guangzhou (continue)

18	Are there any suggestions or comments to help the club better support the professional development of coaches?	+1	+1	+1	1	Agree
19	If you have any other suggestions, comments or feedback about personal development of coaches or club support, please share them.	+1	+1	+1	1	Agree



Interview 3 Outline of Interviews with Consumers of Amateur Youth Football Clubs  
in Guangzhou

NO	Topic	Expert			IOC	Suggestion
		A	B	C		
1	How did you join your current club?	+1	+1	+1	1	Agree
2	What is the situation of your family income?	+1	+1	+1	1	Agree
3	What was your motivation for joining the club? Which motivation is most important?	+1	+1	+1	1	Agree
4	As a consumer, how do you feel about the goals set by your club?	+1	+1	+1	1	Agree
5	Are your goals as a consumer consistent with the club's goals?	+1	+1	+1	1	Agree
6	As a consumer, how do you think about the performance of the club's management team in running the club?	+1	+1	+1	1	Agree
7	Are there any measures that have impressed you?	+1	+1	+1	1	Agree
8	What do you think of the club's coaching team doing a good job training teenager?	+1	+1	+1	1	Agree
9	Does the club provide guidance and assistance in aspects other than training and competition?	+1	+1	+1	1	Agree
10	What do you think of the quality and use of the venues, equipment and other material resources provided by the club?	+1	+1	+1	1	Agree
11	Compared with other clubs, what do you think is the most outstanding advantage of your club?	+1	+1	+1	1	Agree
12	What measures do you think clubs should take to attract more consumers?	+1	+1	+1	1	Agree
13	As a consumer, what measures do you think clubs can take to generate more revenue?	+1	+1	+1	1	Agree
14	How do you think the club is doing in terms of the safety and health of young players?	+1	+1	+1	1	Agree
15	As a consumer, what services would you like to see the club add in the future?	+1	+1	+1	1	Agree
16	What reward measures do you think should be taken for consumers actively participating in club activities?	+1	+1	+1	1	Agree





No. 8612/220

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Xiaoyu Zhang,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Siriwan. Y'.

Asst. Prof. Dr. Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8692/141

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Mengru Hou,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink that reads 'Sirinam.V'.

Asst. Prof. Dr. Sirinam Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/142

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Huawen Zhang,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in black ink that reads 'Siriwan. V'.

Asst. Prof. Dr. Siriwat Vanichwatanavorachai  
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## Appendix C

### Survey on Amateur Youth Football Clubs in Guangzhou

Hello!

In order to study the operation mode of amateur youth football clubs in Guangzhou, the researcher designed this questionnaire, the questionnaire adopts the anonymous form to conduct the survey, to ensure that it does not interfere with the interests of you and the clubs, and your answers are only used for the data analysis, we hope that you can fill in the questionnaire according to the actual situation, and we believe that your co-operation will be a great help to the development of the amateur youth football clubs in Guangzhou, in order to provide you with a better service!

Thank you again for your co-operation!

Fill in the instructions:

Please fill in the form according to your child's actual situation

1. Your child's age \_\_\_\_\_
2. Your child's grade \_\_\_\_\_

Instructions: Please mark ✓ in the box that best describes your opinion.

No	Topic	Score				
		Lowest (1)	Lower (2)	General (3)	Higher (4)	Highest (5)
3	The development objectives of the club align with your personal needs.					
4	The reasonableness of the goals set by the club.					
5	The charges of the club are consistent with your expectations.					
6	You understand the club's development goals well.					
7	Chinese football has excellent high-quality star athletes to lead young people in participating in football sports.					
8	Guangzhou has a favorable environment for youth football.					
9	The current amenities and facilities of the club are sufficient.					
10	Guangzhou possesses a strong foundation and atmosphere for football, which can promote the development of youth football.					

## Survey on Amateur Youth Football Clubs in Guangzhou (continue)

11	The club has effectively communicated and exchanged ideas with you.					
12	Your satisfaction with the comprehensive level of coaching staff at the club.					
13	The extent of your support for your child's participation in amateur football club training.					
14	Excessive use of electronics by youth does not affect their participation in physical activity.					
15	Your child has chosen to join an amateur youth football club due to a passion for the sport.					
16	Academic pressure from school is not a significant factor influencing young people's participation in club activities.					
17	Your family's spending on sports has increased compared to the past.					
18	Spending at your current club does not put a financial pressure on you.					
19	Economic pressures from the family do not affect youths' participation in club activities.					
20	Your satisfaction with the quality of training and competition at the club.					
21	The club provides excellent amenities for the development of youths.					
22	The club fully utilized the favorable policies of China's youth football development.					
23	Your satisfaction with the effect of your training at the club.					
24	Your current club has a great reputation and reach.					
25	Based on the double reduction policy, youths have more leisure time to participate in football sports.					
26	The implementation of the General Plan of Chinese Football Reform and Development' by the government can help the development of amateur youth football clubs.					

## Survey on Amateur Youth Football Clubs in Guangzhou (continue)

27	The timing of activities arranged by the club is reasonable.					
28	The current club has better advantages compared to other amateur youth football clubs in Guangzhou					
29	You are only willing to let your child participate in football activities, not in activities of other programs.					
30	You can provide feedback to the club and have a positive effect.					
31	The current performance of the adult Chinese football teams will motivate you or your child to join an amateur youth football club.					
32	The relevant departments of Guangzhou have provided significant assistance in the development of amateur youth football clubs.					
33	The club offers an excellent plan for youth players.					
34	The club has a development plan tailored to each youth player.					
35	The plan devised by the club is flexible and has alternative plans.					
36	The promotional measures of the club are very effective.					
37	The club possesses excellent execution capabilities that ensure the completion of plans.					
38	The club provide rewards for active participation in activities or exhibiting good behavior.					
39	The developed economic level of Guangzhou can promote the development of amateur youth football clubs.					
40	Currently the club has diversified its revenue measures to increase income.					
41	The internet and big data have enabled clubs to execute their plans more effectively.					

## **Interview 1 Outline of Interviews with Managers of Amateur Youth Football**

### **Clubs in Guangzhou**

- 1 . Position:
- 2 . Educational Qualifications:
- 3 . Major field of study:
- 4 . Please describe the organization of the following clubs?
- 5 . What are the goals and vision of your club?
- 6 . What strategies and approaches do you think would help achieve the club's goals?
- 7 . What knowledge has informed the strategies you have developed in managing your club?
- 8 . What revenue channels does the club have?
- 9 . What level amateur youth football clubs are in China's football industry?
- 10 . How is the club's venue, equipment and other resources used?
- 11 . Does the club have a management system? What management systems use in the club?
- 12 . What strategies and approaches of management and leadership to improve management effectiveness and teamwork?
- 13 . What is the current selling price for class by the club?
- 14 . What are the factors that determine selling prices of class by the club based on? What are the results of the pricing?
- 15 . How to recruit and select employees in the club?
- 16 . What are the guidelines for taking care of employees?
- 17 . What is the current situation with the entry and exit of employees?
- 18 . What problems do you encountered in the operation of the club?
- 19 . Does the club need a new operating model to help the club grow?
- 20 . What is the club's biggest expense at the moment? Are there any measures to improve it in the future?
- 21 . What do you think are the strengths and weaknesses of operating an amateur football club in Guangzhou?

## **Interview 2 Outline of Interviews with Coaches of Amateur Youth Football Clubs in Guangzhou**

- 1 . Position (full-time/part-time):
- 2 . Education:
- 3 . Major field of study:
- 4 . Athlete level:
- 5 . Coach level:
- 6 . Please describe your personal development goals and plans as a coach. What do you hope to accomplish in football?
- 7 . What role have your personal competencies and skills played in your coaching career? Please share a successful experience.
- 8 . Are you satisfied with the club's salary structure and promotion method?
- 9 . Do you feel that the club is providing sufficient financial support to help you achieve your personal coaching development goals?
- 10 . Would you like the club to provide more financial support if needed?
- 11 . Does the club provide adequate training facilities and equipment to meet your coaching needs?
- 12 . Are there any specific training or skill areas that you feel the club could support or improve?
- 13 . What are the main challenges you have faced as a coach?
- 14 . Did these challenges involve the management and organization of the club?
- 15 . How do you think the club is performing in terms of management?
- 16 . Are there any suggestions or comments to help the club better support the professional development of coaches?
- 17 . If you have any other suggestions, comments or feedback about personal development of coaches or club support, please share them.



### **Interview 3 Outline of Interviews with Consumers of Amateur Youth Football**

#### **Clubs in Guangzhou**

- 1 . How did you join your current club?
- 2 . What is the situation of your family income?
- 3 . What was your motivation for joining the club? Which motivation is most important?
- 4 . As a consumer, how do you feel about the goals set by your club?
- 5 . Are your goals as a consumer consistent with the club's goals?
- 6 . As a consumer, how do you think about the performance of the club's management team in running the club?
- 7 . Are there any measures that have impressed you?
- 8 . What do you think of the club's coaching team doing a good job training teenager?
- 9 . Does the club provide guidance and assistance in aspects other than training and competition?
- 10 . What do you think of the quality and use of the venues, equipment and other material resources provided by the club?
- 11 . Compared with other clubs, what do you think is the most outstanding advantage of your club?
- 12 . What measures do you think clubs should take to attract more consumers?
- 13 . As a consumer, what measures do you think clubs can take to generate more revenue?
- 14 . How do you think the club is doing in terms of the safety and health of young players?
- 15 . As a consumer, what services would you like to see the club add in the future?
- 16 . What reward measures do you think should be taken for consumers actively participating in club activities?

**Related stakeholder interview outline IOC scoring**

NO	Topic	Expert			IOC	Suggestion
		A	B	C		
1	In your opinion, PLACE Model can improve in operation of amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
2	In your opinion, is P-Parental Support an important factor in the develop amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
3	In your opinion, is L-Love of Youth for Football an important factor in the develop amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
4	In your opinion, is A-Amenities and Facilities an important factor in the develop amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
5	In your opinion, is C-Coaches Comprehensive Level an important factor in the develop amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
6	In your opinion, is E-Economic environment an important factor in the develop amateur youth football clubs in Guangzhou?	+1	+1	+1	1	Agree
7	Do you have any suggestions for improvement or optimization of the PLACE Model?	+1	+1	+1	1	Agree

### **Outline of questions for the Connoisseurship**

- 1 . Is the new PLACE Model applicable to the operation of amateur youth football clubs in Guangzhou?
- 2 . Discussion about the P - (Parental Support) factor in the PLACE Model?
- 3 . Discuss about the L - (Love of youth for football) factor in the PLACE Model?
- 4 . Discussion on the A - (Amenities and facilities) factor in the PLACE Model?
- 5 . Discuss the C - (Coaches comprehensive level) factor in the PLACE Model?
- 6 . Discuss the E - (Economic environment) factor in the PLACE Model?
- 7 . Is there a need to add or replace other factors in the PLACE Model?
- 8 . What other suggestions do you have for the PLACE Model and the manual for using the model?





No. 8612/2872

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Guan Xuandong,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink that reads 'Siriwan' followed by a checkmark.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/2871



Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Jose Artieda,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Yours sincerely,

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Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/2570

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Zhao Meng,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095

No. 8612/2860



Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Zhu Haijian,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/2968

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 5, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Huang Shennan,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095





No. 8612/2367

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Liu Xiaowu,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Yours sincerely,

A handwritten signature in blue ink that reads 'Siriwan V.' with a checkmark at the end.

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/2866

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 3, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Li Li, Ph.D.

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink that reads 'Sirivan V.'.

Assoc. Prof. Dr. Sirivan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/2865

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 8, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Xu Xin,

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Yours sincerely,

A handwritten signature in blue ink that reads "Sirirwan V."

Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
Deputy Dean for Academic Affairs

Faculty of Education, Silpakorn University  
Nakhon Pathom, Office Tel. 034-255-095



No. 8612/2864

Faculty of Education, Silpakorn University  
Sanamchandra Palace Campus,  
Nakhon Pathom 73000, Thailand

July 8, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Professor Zhou Yi, PhD.

Mr. Xiang GAO is a graduate student ID 640630079 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, he is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Youth Football Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

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Assoc. Prof. Dr.Siriwan Vanichwatanavorachai  
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### Outline of Stakeholder Interviews

Interviews were conducted with relevant stakeholders (managers, coaches, and consumers) of amateur youth football clubs in Guangzhou in order to assess the feasibility of the implementation of the PLACE Model in the operation of amateur youth football clubs in Guangzhou City and the plausibility of its various factors.

1 . In your opinion, PLACE Model can improve in operation of amateur youth football clubs in Guangzhou?

2 . In your opinion, is P-Parental Support an important factor in the develop amateur youth football clubs in Guangzhou?

3 . In your opinion, is L-Love of Youth for Football an important factor in the develop amateur youth football clubs in Guangzhou?

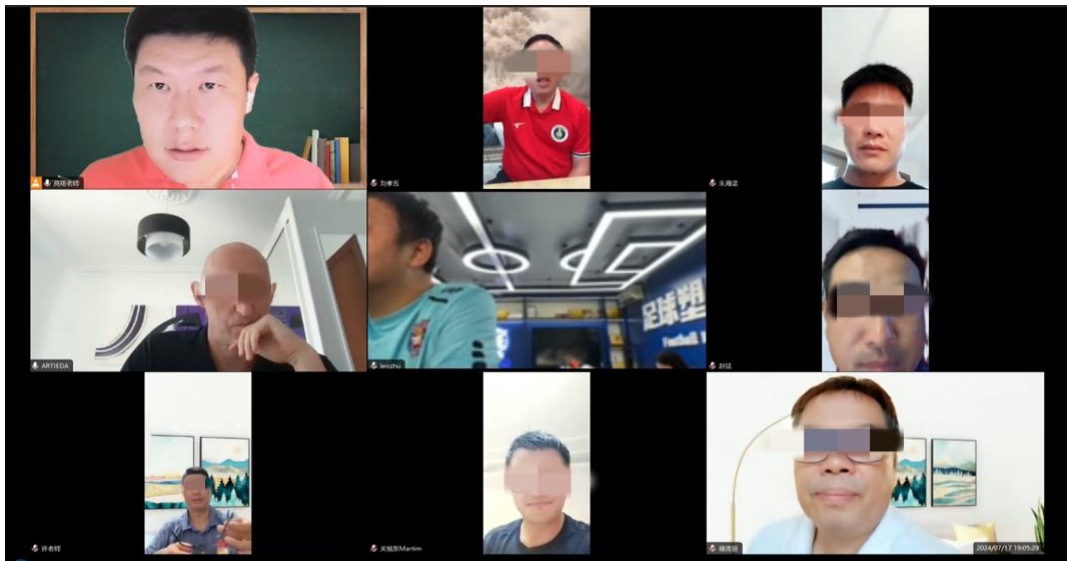
4 . In your opinion, is A-Amenities and Facilities an important factor in the develop amateur youth football clubs in Guangzhou?

5 . In your opinion, is C-Coaches Comprehensive Level an important factor in the develop amateur youth football clubs in Guangzhou?

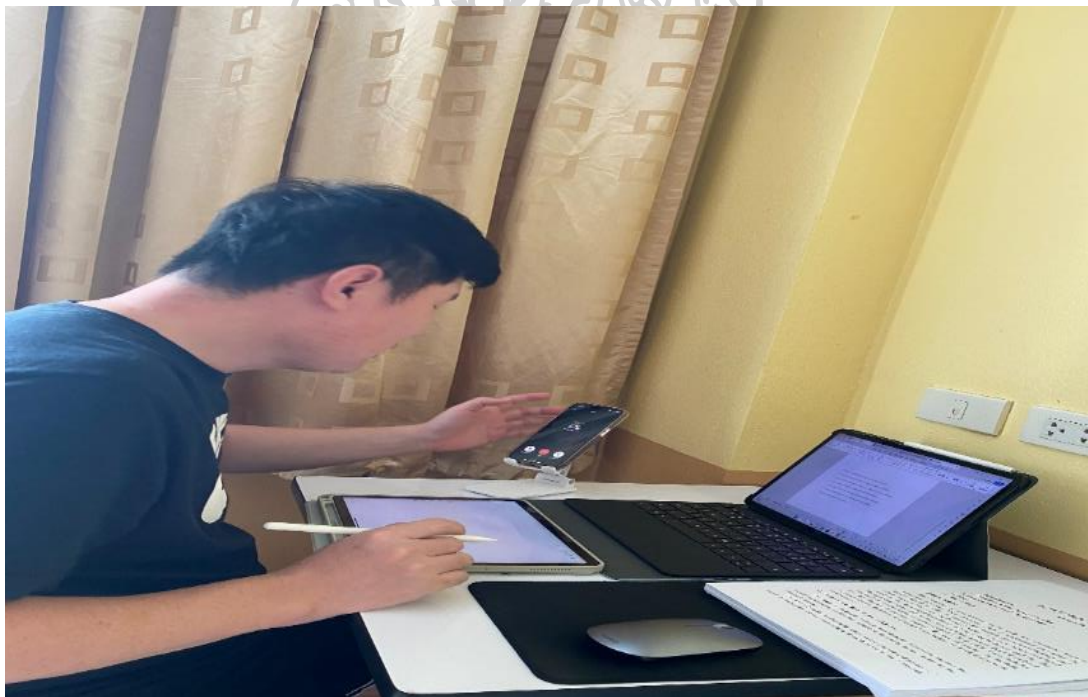
6 . In your opinion, is E-Economic environment an important factor in the develop amateur youth football clubs in Guangzhou?

7 . Do you have any suggestions for improvement or optimization of the PLACE Model?





Connoisseurship



Relevant stakeholder interviews



Interviews with Manager, Coach, Consumer of amateur youth football clubs in Guangzhou

## VITA

<b>NAME</b>	XIANG GAO
<b>INSTITUTIONS ATTENDED</b>	2011Year,Graduated from Beijing Sports University, Bachelor of Education, major in sports training. 2018Year,Graduated from Guangzhou Sports University, Master of Education, major in Physical Education.
<b>AWARD RECEIVED</b>	Won the fourth place in the 2018 Chinese Football Association U15 Group Competition, the runner-up in the 2018 Guangdong Youth Football Championship U15 Group, and the third place in the 2019 Guangdong Youth Football Championship U14 Group.

