



Study on the Development of Chinese Professional
Basketball Clubs

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<p>Abstract</p> <p>This study takes the professional basketball clubs in the Chinese CBA League as the research object. The purpose is to analyze the management status of their clubs, try to find their existing problems, and try propose to put forward the countermeasures to solve the problem</p> <p>This study mainly adopts the literature review method, taking different views from various aspects based on a large amount of data. In addition, this study tries to discuss the definition of professional sports, and derives the definition of professional sports and professional basketball clubs. Through the collection of relevant information and materials, the comparative analysis has been used to the analysis of the status quo of the management, including property rights and signing mechanism of the CBA league and NBA league clubs.</p> <p>This study draws the following conclusions: the property rights of the club are unclear, the scope of business is limited, domestic players have dual identities; the salary limit system in China has introduced to hire the foreign player, etc.</p> <p>The study puts forward some suggestions; first, it is important to clarify the property rights of the club. Second, it is also necessary set up the operating mechanism and increase the core of club's independent management. Third, it needs to increase creativity and to improve the signing mechanism. In addition, it is a very important to enhance the club's strength internally and to promote the quality of professional leagues. Eventually, it develops sports industry.</p> <p>After all, it would develop in sports industry</p>	
<p>Keywords</p> <p>Basketball, professional club, management, analysis and research.</p>	

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1 Introduction

With the further deepening of China's basketball reform, there are now nearly 30 professional and semi-professional basketball clubs. However, the government no longer subsidizes basketball clubs, while clubs need to pay for the expenses including salaries, bonuses and transfer fees for hiring the professional athletes, as well as pay for site management fees and maintenance costs and etc. In some cases, the situation of unbalanced expenditures and revenues, or even no profit, in a long-term would lead to a reduction in the enthusiasm of the sponsors, thereby possibly affecting the club's survival and development.

1.1 Background

In the basketball world, professional leagues consider as a manifestation of the comprehensive strength of a country's basketball, while professional basketball clubs are the theme of basketball league implementation. In other words, the development of professional basketball clubs can also largely reflect the development of the country's basketball strength.

Since its reliance in 1995, the process of professionalization of basketball in China has greatly promoted the development of professional clubs and the promotion of basketball in China. In addition, in recent years, due to the improvement of the influence of domestic leagues, such as Marbury, JR Smith and other outstanding foreign aids have joined to improve the quality of the league.

However, with the good development of this league, in 2013, the Chinese men's basketball team won the worst record in the history of the giant whale competition in the Philippines-fifth place. There are many problems reflected from here, the management problems of the national team, the problems of player training, the quality of the league and so on.

1.2 Purpose of the study

This study mainly analyzes the current situation of the management mechanism of professional basketball clubs in China from the perspectives of business management and talent introduction, and draws out the current problems in the management mechanism of domestic clubs and the direction to be improved.

2 Theoretical overview

2.1 Club

The club is literally understood to be an organization or place where people gather for entertainment activities. A club is a group and place where people with certain interests perform social communication, cultural entertainment, etc. Gathered together, it evolved into a club. The club can be a for-profit organization, as long as it is registered with the industry and commerce department. In a certain sense, the club is relatively easy to carry out activities. As long as there are a few together, it can be done after good negotiation. There are not many regulations and restrictions, which can be regarded as private activities. Although there are also articles of association, it is more an expression of personal meaning. It is more random, unlike the association is collective, and it is necessary to act in accordance with the regulations.(Club 2019)

2.2 Sports Club

Professional sports clubs hire or hire professional athletes to participate in competitions and performances, in order to make profits or advertise or advertise certain enterprises. Big entrepreneurs or stock companies mainly provide funds for such clubs. In some countries, from elementary school to university, students participate in sports training in amateur sports clubs until they become famous athletes nationwide or worldwide. Many countries in the world have sports clubs. In developed countries in Europe and America, sports clubs are divided into amateur and professional. Amateur sports clubs provide sports venues and equipment for amateur athletes. Its funding sources are generally based on the collection of sports facility rental fees and membership fees, and some are provided by trade unions. (Sports Club 2020)

2.3 Professional Basketball Club

2.3.1 Definition of professional basketball club

From the perspective of professional sports, professional basketball is a form of work that takes basketball as a profession. Professional basketball is the work of individuals, enterprises or organizations using basketball as a means of earning a living. Of course, it is also composed of professional basketball players, professional basketball clubs, professional basketball associations, professional basketball energy conservation, and various forms of

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basketball competitions, social wealth generated by the competition, wealth distribution methods, players salaries and other elements

Then professional basketball clubs refer to legal persons with independent economic entities that use enterprises as organizational forms to manage and operate professional basketball players' training, competitions, and other matters. Physical basketball products and competition performance services provide social wealth from them. Associations or groups with corresponding powers and obligations (Liang 2004)

Moreover, professional basketball clubs are independent, mainly reflected in that professional sports clubs are registered in accordance with relevant laws and regulations; law protects their legal personality. Secondly, professional basketball clubs are profitable. The transactional nature of the sports market and the operating purpose of the enterprise determine the profitability of professional basketball clubs. In essence, the club is an enterprise. In order to obtain greater economic benefits and social benefits, professional basketball clubs will attract more outstanding professional basketball players according to market requirements and changes, and actively optimize and adjust their operating structure. Give full play to the team's greatest strength, enhance its comprehensive competitiveness in the industry, and help promote the development of the basketball career

Finally, professional basketball clubs are affiliated mainly reflected in the fact that professional basketball clubs are affiliated with related basketball competitions, or basketball competitions have related professional basketball clubs to participate. For example, professional basketball clubs such as Los Angeles Lakers are affiliated with the American Men's Professional Basketball League (NBA), and professional basketball clubs such as Guangdong Hongyuan are affiliated with the Chinese Men's Basketball League (CBA). Because the club is born because of the development of competitive sports

3 Objects and methods of the Study

3.1 Study object

Taking 20 men's professional basketball clubs registered with the Chinese Basketball Association as the research object for the purpose of the examination of internal operating and management



Table 1 Thirty NBA professional basketball club teams and CBA professional basketball club teams

3.2 Study methods

3.2.1 Literature review methods

Collected in the Guangzhou Library, Huadu Library, Basketball Sports Management Website Center, and sorted out the domestic and foreign commercialization, professionalism, and professional clubs; collected and sorted the NBA and its 30 professional basketball clubs Information on business methods and management

3.2.2 Comparative method

By comparing with the operation mode of the American NBA professional basketball club, it analyzes the existing problems of the professional basketball wrestling in China and the problems it is likely to face, and possibly finds the solutions.

Research timeline

From the beginning of defining the topic of this paper, I have searched for relevant articles and literature, not only the domestic trend is like this, but more importantly, this matter has been paid more and more attention by all walks of life.

Starting from looking for a Chinese professional basketball club, search for the organization of various clubs on the Internet and related books, including: the structure of the club, how to form it, how to operate, how to join the Chinese Basketball Association, etc...

After finding out how the club was formed, analyze it after it was formed, and look for local basketball clubs to consult relevant people, consult basic issues such as the size of the club, sponsorship, player status, and whether it can develop in the long run, and based on what other personnel have interviewed Related articles combine to analyze the situation and get a definition

Based on on-the-spot interviews and consultations on the development of local basketball clubs and combined with the current situation of domestic professional basketball clubs, I compare and analyze with professional basketball clubs in the United States, and draw a series of questions.

From the research and analysis of the entire article, to the relevant collection of literature articles and data, analysis and comparison to draw conclusions. I understand how to define the topic of the thesis, how to organize and analyze the framework, and analyze a reasonable method from it. I also understand how to collect data and related information from different angles, which expands the scope of knowledge and dialectical perspective.

4 Literature review

4.1 Discrimination of related concepts

4.1.1 Overview of professional sports

Professional sports from the perspective of social division of labor

From the perspective of social division of labor, professional sports can be simply described as taking sports as a profession. Therefore, the in-depth understanding of professional sports should be analyzed and explained from a "professional" perspective. Regarding the interpretation of occupations, different research purposes and standards have different definitions. However, the concept of occupation should include the following elements: First, occupation is a kind of work that participates in the social division of labor; secondly, practitioners should have professional knowledge and skills in the field of work; and occupation can create wealth, including material financial and spiritual wealth ; Finally, practitioners can get reasonable remuneration to meet their material and spiritual needs

Therefore, professional sports from the perspective of social division of labor means that in the social occupational division of labor, practitioners use sports as a means to use their own sports knowledge and sports skills to participate in various forms of competitive sports to create wealth for the society. Work that can obtain labor remuneration and meet their own life

needs. In the field of professional sports, such practitioners are generally called professional athletes.

Professional sports from the perspective of the sports industry

From the perspective of the development history of the sports industry, the sports industry is divided into amateur sports, college sports and professional sports. (Wu&Yang 2004) Because the sports industry includes theme industries and related industries, professional sports from the perspective of all sports industries refers to a collection of individuals, companies, or organizations that specialize in the production of sports products and services. It can be seen that, from the perspective of the sports industry, professional sports can refer to either a personal profession or an enterprise or organization with sports as a profession. For example, individuals or companies with professional sports intermediaries can be classified as professional sports.

In our usual sense, professional sports belong to the category of competitive sports, which mainly refers to the main industry that provides sports competition performances. This is a very narrow view of professional sports

Professional sports from the perspective of the sports market

From a market perspective, trading is the core of market operations. Therefore, professional sports from the perspective of the sports market is a profession that produces sports products or services with transactions as the core. In other words, there is no market if there is no transaction. Therefore, if the sports products or services produced by individuals or organizations that take sports as a profession have not completed the transaction, then it cannot be called professional sports. For example, in a general campus basketball game, the team members are not professional basketball players. Although there will be a certain amount of investment in the early stage of the game, such as buying competition clothes, sports drinks and other transactions, and also providing wonderful basketball performances for other student audiences. However, the entire performance process is not centered on trading, and there is no trading relationship with the audience, so campus basketball games cannot be included in the scope of professional basketball.

Comprehensive concept of professional sports

In summary, from different perspectives, the meaning of professional sports is different, mainly depending on how to analyze and explain. However, there are also great

commonalities. First, professional sports is a means of life or a form of work; second, the practitioners of professional sports can be individuals, enterprises or organizations. It can also be a collection of individuals and companies or residential addresses; finally, sports products or services produced by professional sports can be traded in the sports market. .

Therefore, professional sports refers to a collection of individuals, companies, or organizations that produce sports products or services as content. In the sports market, colleagues who create social value meet their own development needs.

4.1.2 Discrimination of sports professionalization, sports industrialization and sports marketization

Analysis of the differences between sports professionalization, sports industrialization and sports marketization

The focus of sports professionalization is occupation, which belongs to the category of social division of labor. The professionalization of sports emphasizes that with the continuous progress and development of society, the division of labor in society is continuously refined. Sports has gradually become a professional form of social division of labor. The outstanding point is that sports is a professional form or name in social division of labor. From this perspective, sports profession, teacher profession, and doctor profession have the same meaning. According to the specific content of the operation, it can also be subdivided into basketball professionalization, football professionalization, tennis professionalization, and so on. Then, the professionalization of sports is to take the entire sports as a specific social profession and carry out social promotion. (Sports Professionalization 2015).

The focus of sports industrialization is industry, which belongs to the category of economics. The sports industry refers to an assembly of various sports-related industries with interconnected interests and different divisions of labor. The sports industry includes both sports performances, training, fitness and other main industries that provide sports labor and services. It also includes sports goods market, sports intermediary, sports culture media and other related industries. From this perspective, the sports industry has the same meaning as the catering industry and tourism industry. Then, the economic activity of sports industrialization is centered on the sports industry. (Sports Industrialization 2019)

Sports marketing focuses on the market and belongs to the category of marketing. The core of sports marketization is that sports are traded in relevant markets as commodities. Sports goods include not only physical products such as sports clothes and fitness equipment, but also intangible service products such as various competitions. Then, the marketization of

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sports refers to sports goods or services, which are traded or consumed in the market as transaction objects. (Sports Marketization 2019)

In summary, the professionalization of sports is an important manifestation of the social attributes of sports. It takes sports as a profession and the core is the means of survival of people; sports industrialization is an economic activity carried out by sports as a product, and the core is engaged in the production and service of sports products. A collection of enterprises; sports marketization uses sports product exchange as a means, and its core is the market behavior of consuming sports products or services (Zhao, Shi & Hou 2006)

Analysis of the relationship among sports professionalization, sports industrialization and sports marketization

The above-mentioned analysis shows that there are differences in research content and focus between sports professionalization, sports industrialization and sports marketization. They belong to three different conceptual themes.

However, there is a close relationship between the three. Sports professionalization has promoted the rise of the sports industry, and the development of sports industrialization has greatly promoted the improvement and development of the sports market. A sound and perfect sports market will also promote the process of sports professionalization and sports industrialization. Therefore, the three are indispensable parts for the development of sports.

Comprehensive analysis, sports professionalization, sports industrialization and sports marketization can be regarded as mutually independent subjects, and they maintain mutual connections and mutual promotion as a whole.

4.1.3 Overview of professional basketball clubs

Definition of professional basketball club

Analyzed from the perspective of professional sports, the understanding of professional basketball is very clear. Professional basketball is a form of work that takes basketball as a profession. In layman's terms, professional basketball is the work of individuals, companies or organizations that use basketball as a means of profit. Of course, it is also composed of various forms of basketball competitions such as professional basketball players, professional basketball clubs, and professional basketball associations, the social value generated by the competition, the distribution of social wealth, and the salary of players. (Liang 2004)

In this case, the professional basketball club refers to the legal person from the independent real economy as an enterprise as an organizational form, which manages and operates the training and competition of professional basketball players, provides basketball

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products or competition performance services and derives benefits from it. Associations or groups with corresponding powers and obligations

Characteristics of professional basketball clubs

First, professional basketball clubs are independent. This is mainly reflected in the fact that professional sports clubs are registered with relevant laws and regulations; their corporate legal personality is also protected by law; and according to relevant provisions, they have certain rights to engage in various activities, and at the same time need to bear certain civil Responsibility and other obligations; it is an independent organization that operates independently and is responsible for its own profits and losses. (Zhang 2001) Therefore, the professional basketball club is essentially an independent enterprise managed by an individual or enterprise with an economic entity as a legal person. Of course, due to the diversity of economic development forms, the diversity of its financing forms is also determined. But because professional basketball clubs should have independent management and operation powers, and each should have corresponding rules and regulations and management models

The second is that professional basketball clubs are profitable. The transactional nature of the sports market and the operation of enterprises determine that professional basketball clubs are profitable. The essence of the club is an enterprise, so in order to obtain greater economic and social benefits, professional basketball clubs will absorb more outstanding professional basketball players according to market requirements and changes, and actively optimize and adjust their operating structure. A strong team strength can enhance its comprehensive competitiveness in the industry, which also promotes the rapid development of basketball largely.

Finally, because professional basketball clubs are affiliated. The affiliate letter of professional basketball clubs reflects in the fact that professional basketball clubs attached to related basketball competitions, or basketball competitions all related to professional basketball clubs. For example, professional basketball clubs such as the Houston Rockets are attached to the American Men's Professional Basketball League (NBA). Professional basketball clubs such as Guangdong Hongyuan are affiliated with the Chinese Men's Basketball Professional League (CBA). Because of the creation of the club, mainly because of the needs of the development of competitive sports.

Functions of professional basketball clubs

The functions of professional basketball clubs can be divided into external functions and internal functions. The external functions mainly refer to improving the quality of the basketball league, creating a basketball competitive sports environment, and enhancing social recognition. Internal function refers to standardizing basketball player training and competition management, improving player skills, giving play to team advantages, and enhancing the overall strength of the team.

The internal functions of professional basketball clubs are the basis of external functions. The functions of professional basketball clubs can also be divided into social functions and economic functions. The social function is mainly to improve the basketball management system and promote the development of basketball. The economic function mainly refers to the high-quality basketball performances, which in turn obtains more economic benefits such as ticket income, broadcast fees, naming fees, sponsorship fees, and the social value brought by the brand effect. Analyze from different angles.

The interpretation of the function of professional clubs is also different. However, no matter from any angle of analysis, professional basketball clubs are the inevitable product of social economy and basketball competition that influence each other and develop together. Therefore, the function of professional basketball clubs should have social, economic and competitive attributes.

4.2 Management mode of professional basketball clubs

According to analysis, professional basketball clubs have a strong affiliation with professional basketball leagues. Therefore, to analyze the management systems of professional basketball clubs in various countries, we should start from the perspective of their professional basketball leagues.

4.2.1 American professional basketball club management system (NBA)

The United States is the world's professional sports development, the most developed country with the most complete sports industry, the United States Men's Professional League is the world's most influential professional league, and it occupies a very important position in several major domestic professional leagues. The successful experience of the NBA has affected the development of global professional basketball. The success of the NBA is not only that he has the best professional basketball players in the world, but also that the management system and system of its professional basketball club are very complete. .

The Board manages the management of the NBA

Directors of the National Basketball Association, also known as the National Basketball Association. The board of directors is composed of the bosses of each club, and then a president is elected to be responsible for the management of the league. The management department of the NBA is mainly divided into two major departments: training competition management department and economic management department (shown in Figure 1). The two major departments have their own small departments with different functions. The NBA training competition management department includes the competition department, the communication department, the legal department, the security department, the administrative management department, the athlete service department and the special service department. The NBA's economic management department has the customer industry department, the marketing and sponsorship department, the sports team service department, the legal department, the economic department, the international department and the entertainment department, and the television broadcasting department. The management department of the NBA is set up in great detail according to different developments and needs. The responsibilities of each department are also different, but each department performs its duties to form a complete league management system, which provides a strong guarantee for the development and improvement of professional leagues

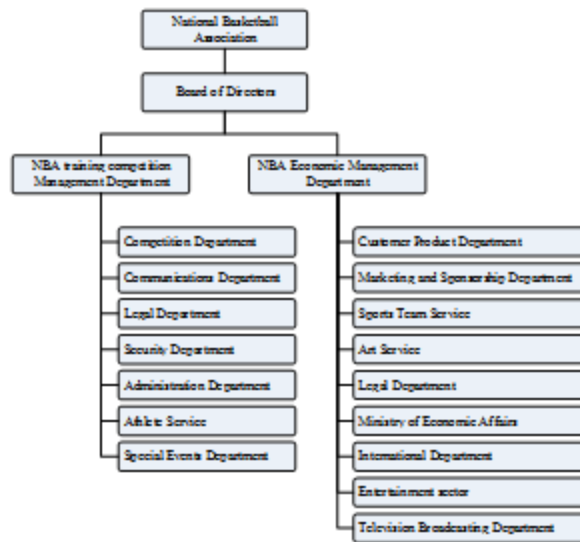


Figure 1. American Basketball Professional League Management Organization

The property rights of American professional basketball clubs with NBA professional basketball club particles are very clear, and each club has completely independent operation and control rights. In the club, the president or chairman under the board of directors executes the management power. The president or chairman is directly responsible to the board or the boss. The subordinate departments of the club are very complete and form a complete management system. (Shown in Figure1)

The management department under the NBA professional basketball club includes the media relations department, which is mainly responsible for the negotiation of television broadcasting rights and other matters. The community service department is mainly responsible for the team or player's participation in community service and community care and other community activities. It is expected to be arranged in the United States. A highlight of the professional league's return to society has greatly enhanced the influence of the team and the league. The marketing department is mainly responsible for the promotion of the team's market, and the basketball affairs department is mainly responsible for the team's training activities. The division of labor in this department is also very clear. It requires the overall command of the head coach, and the offensive coach, defensive coach, physical coach and medical team are respectively responsible for the financial department, which is mainly responsible for the club's income and expenditure settlement and the management of team assets. The management of ticket revenue, American professional basketball clubs are all in the form of companies. (Shown in Figure 2)

American professional basketball clubs participate in market activities in the form of companies and are independently responsible for their own profits and losses. This also mobilized the enthusiasm and creativity of club management largely.

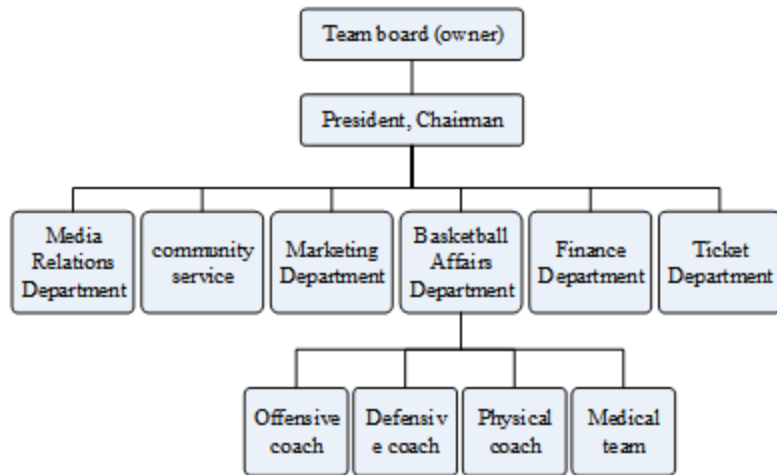


Figure 2. Management Organizational Structure of American Professional Basketball Clubs

4.2.2 Characteristics of the management mode of Chinese professional basketball league(CBA)

Vertical management mode

In China, the State Sports General Administration has set up various sports management centers to implement classified management of sports events. Then, basketball is managed by the National Basketball Sports Management Center (hereinafter referred to as the "Basket Management Center"). The Basketball Management Center consists of 7 departments including the Comprehensive Department (as shown in Figure 3), and the management of my country's professional basketball league belongs to the subordinate competition management department.

Although my country's professional basketball league belongs to the Chinese Basketball Association, the office of the Chinese Basketball Association is the Basketball Center. In other words, the competition management department of the basketball management center is the main body of management of my country's professional basketball league. This also fully reflects that the management mode of my country's professional basketball league is a typical vertical management mode.(Zhang 2001)

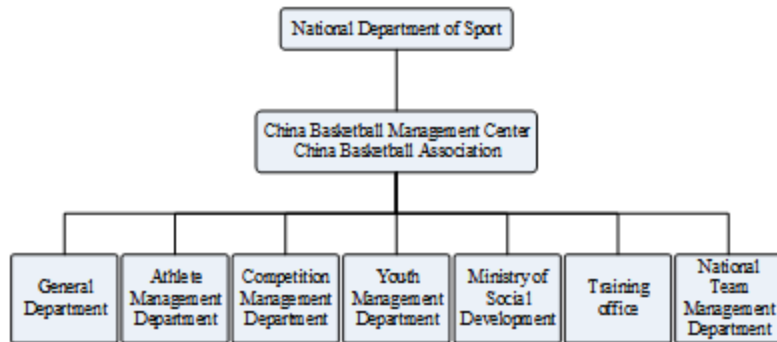


Figure 3. The organization of my country's professional basketball league

Centralized management model

The Chinese Basketball Association (Basketball Management Center) integrates the leadership, management and management rights of my country's professional basketball leagues. According to the "Chinese Men's Basketball Professional League Committee Regulations", "the Chinese Basketball Association has the ownership of the league in accordance with the law." This fully reflects that the Chinese Basketball Association has absolute leadership over the league. At the same time, Articles 5 and 6 of the "Articles" mentioned that "the League Committee abides by the relevant regulations of the Chinese Basketball Association and accepts the leadership, guidance and supervision of the Chinese Basketball Association." "The League Committee is the management body of the league." This fully explains, the management right of the Chinese league belongs to the Chinese Basketball Association.

Article 25 of the "Articles of Association" stipulates that "the management and operation plan of league commercial resources and the distribution plan of league revenue" and other 7 items, "must be reported to the Chinese Basketball Association for approval before it can be announced and become effective". This shows that the Chinese Basketball Association ultimately has the right to operate the league.

It can be seen from the above that my country's professional basketball league embodies a highly centralized management model managed by the Chinese Basketball Association (basket management center).

Administrative intervention management model

It has been learned from the above research that the office of the Chinese Basketball Association is a national basketball management center directly under the State Sports General Administration. In other words, the Chinese Basketball Association does not exist as an entity. All management entities that manage basketball are the basketball management center. The basket management center is essentially a national administrative agency, a government administration department with administrative functions. Then, the Chinese Basketball Association has a strong color of administrative intervention in the management of the professional basketball league.

This is inconsistent with the requirements of sports professional development. Although administrative intervention has promoted the standardization and development of my country's professional basketball leagues to a certain extent. However, looking at the development of the global sports industry, the marketization of the sports industry is an inevitable trend in the development of professional sports, and the structure should be optimized according to the development of the market. Too much administrative intervention is difficult to play the role of market regulation, which will hinder the development of basketball professionalism to a large extent.(Tian&Li 2004)

4.3 Overview of Chinese professional basketball

4.3.1 Development process of basketball in China

The popularization stage of basketball in China

After the founding of the People's Republic of China, basketball sports have been rapidly promoted in my country. In 1955, the National Basketball League was held, and a classification system was implemented. In the following years, the elevator league system and the hierarchy of coaches and referees were introduced. All this provides a powerful safeguard for the development of basketball competition in our country.

In the 1980s and early 1990s, my country's basketball competitive sports achieved excellent results in international competitions. Since 1974, the National Men's Basketball Team has shown strong strength in the Asian basketball world. It has won the Asian Men's Basketball Championship and the Asian Games Men's Basketball Championship many times, and played in the 12th World Men's Basketball Championship in 1994 and 1996 respectively

In the championship and the 26th Olympic basketball games, they all entered the top 8 places. These are the best results of the Asian men's basketball team. Chinese national women's basketball team not only has excellent performance in Asia, but also achieved impressive results in the international arena. He has won silver and bronze medals in the women's basketball games of the Olympic Games, and won the second and third place in the World Women's Basketball Championships. In addition, won the championship in the 17th Universiade.

All the results show that after the founding of New China, my country's competitive basketball has developed rapidly. However, we should also clearly realize that the national system has a certain role in promoting basketball, but professionalism is the inevitable trend of basketball development.

The development stage of basketball professionalization in my country

On April 17, 1994, the "Marlboro Cup National Football League A" organized by the Chinese Football Association with a fund of US\$200,000 opened at the Chengdu Sports Center, which also opened the door to the professionalization of Chinese sports.

On December 10-11, 1994, the delegates at the National Basketball Training Work Conference reached a consensus on the reform route of basketball: to do a good job in the reform of the competition, bring the competition to the market, and boldly and actively transition to commercialization.

In 1995, the Chinese Basketball Association boldly cooperated with the International Management Group (IMG). Taking the reform of the competition system as a breakthrough, the game system was changed to the home and away season system, and the first inter-year home and away league was launched, namely the National Men's Basketball Division A League (CBA). This is the beginning of the development of professional basketball in China, and it is a new attempt and a new breakthrough in the development of professional sports.

4.3.2 Future perspective of professional basketball clubs in China

The scale of development of professional basketball clubs

In 1995, the Chinese Men's Basketball Professional League (CBA) had 12 teams participating in the promotion system. Moreover, in 2001, he absorbed the Sina Lions from Taiwan, and in 2002, he absorbed the Hong Kong Flying Dragons to participate in the league. By 2007, the number of teams participating in the CBA league increased to 16, and in 2008 it

expanded to 18. According to development needs, the number of participating teams in the 2009 CBA League was reduced to 17 (as shown in Figure 5). The 2010 season canceled promotion. By the 2012-2013 season, the league will be expanded to 18 participating teams.

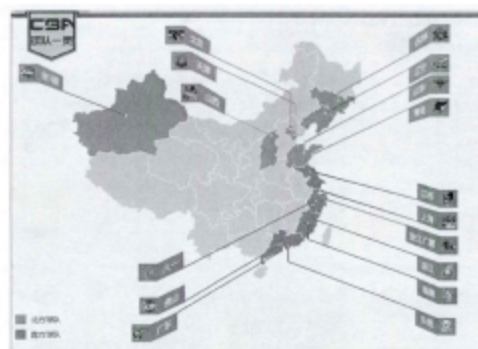


Figure 5. Distribution of CBA participating teams in China 2009-2010 season

The CBA League draws on the development experience of the NBA and has implemented the North and South Division competition system since 2004. In consideration of the national team's preparation for the Olympics, the CBA League started from the 2006-2007 season and cancelled the North-South division. The 2008-2009 season resumed the North-South zoning system. One season later, the 2009-2010 season, the North-South zoning system was cancelled again.

In the 18 seasons of CBA League development, in terms of total competition results, Bayi Shuanglu Battery Club and Guangdong Hongyuan Club are undoubtedly the most powerful clubs. They have won 8 league championships. In particular, the Guangdong Hongyuan Club has developed very rapidly in recent years. Not only has achieved an impressive record in the domestic league, but also trained a group of outstanding athletes for the national team.

The influence of the CBA professional league has been rapidly improved, and the progress of the players is also obvious. There are many athletes who have entered the NBA, including Battelle, Wang Zhixie, Yao Ming, and Sun Yue of Beijing Jinyu. Among them, Yao Ming's NBA career is even better. The growth of these outstanding players is inseparable from the training of the club. In other words, the CBA league does not

Only training a large number of outstanding basketball players has also promoted the maturity and perfection of professional clubs.

Moreover, since the 2008 Beijing Olympics, Chinese basketball has continued to develop rapidly. Since Yao Ming officially became the chairman of the Chinese Basketball Association in 2017, the Chinese professional basketball club has been further developed, constantly improving various regulations and paying more attention to the quality of the game. The development of Chinese professional basketball provides a good development space and environment.

5 Results and analysis of the study

5.1 Internal management of professional basketball clubs in China

5.1.1 Analysis of the status quo of the introduction of foreign aid in domestic clubs

At present, China's sports intermediary service industry is not perfect enough, resulting in a considerable shortage of sports agents. Therefore, the introduction of foreign aid for professional basketball clubs in China is carried out by entrusting the United States Basketball Academy. (shown in Figure 6) After accepting the commission, the American Basketball Academy conducts a draft camp to attract faster and better foreign aid. Based on their own needs, the clubs will combine the performance in the trial training to find suitable foreign aid. Once the target is determined, the introduction can be implemented.

China's professional clubs also have a signing method similar to the NBA signing, which is similar to the direct negotiation method. For example, when the NBA player contract expires and becomes a free agent, the CBA club maliciously joins the competition for the player. However, because China's professional league is not attractive enough, it is difficult to attract excellent NBA players to join.

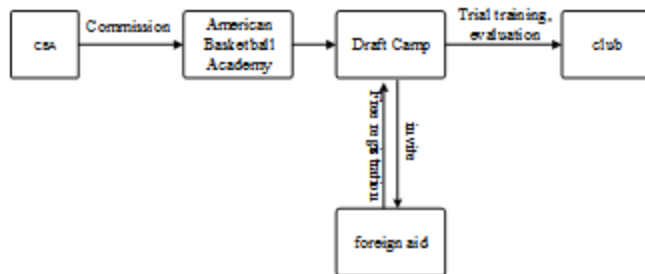


Figure 6.CBA draft signing mechanism

5.1.2 Analysis of the status quo of the introduction of domestic aid in domestic clubs

Figure 7 shows the selection mechanism of domestic aid for professional basketball clubs in China in the early stage of the professional league. The inner courtyard of the club is mainly from the inside of the provincial body or the military body, and in the current league, the selection mechanism of this talent has not changed much. Provincial Sports School-Provincial Youth Team-Provincial Sports Team-the main line of the club, enter the professional club to become a professional player.

With the rapid development of professional basketball leagues for college students, the introduction of domestic aid has become wider. In recent years, with the successful holding of China University League CUBA and College Super League CUBSS, many outstanding college basketball players have entered professional clubs and become professional athletes.

There is another way to introduce domestic aid in professional basketball clubs in China, that is, the exchange and flow of players between clubs. Occupation is an inevitable requirement for the professional development of basketball.(Guo&Cao.2005)

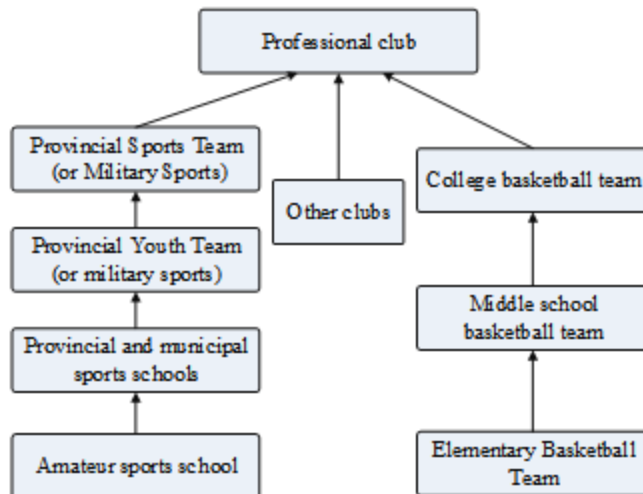


Figure 7. Source of CBA Club Inner Courtyard

5.2 The establishment system and management of Chinese basketball clubs

5.2.1 Establishment system and management

At present, there are two types of professional basketball clubs in China: the first is the provincial and municipal sports committees and corporate joint clubs, and the second is the sole proprietorship club. Clubs jointly organized by the Sports Commission and the enterprise use local sports commissions to provide athletes, coaches, and training halls, and the enterprise is responsible for funding, which is equal to the joint club (there are two types. In addition to the management of the company, in addition to the funds, the company also participates in the management of the club). The sole proprietorship of an enterprise is that the sole proprietorship of an individual enterprise or a state-owned collective enterprise runs a club.

The management of the club is under the responsibility of the head coach of the general manager of the club. The sole proprietorship club needs the enterprise to be responsible for the selection or recruitment of the general manager of the club, coaches, players, and renting and buying venues. The joint club is that the two sides jointly choose the club manager (currently according to the survey, in addition to Liaoning Hunter, Shandong Yongan, Shanghai Oriental and Jiangsu Nangang Four Clubs are specially hired special management staff, coaches, club general managers , The general manager and head coach of the other clubs and the vast majority of people are selected by the sports committee, so most of the team is responsible for the sports committee, except for the company 's funds, they basically do not participate in the operation and operation of the club)

5.2.2 Institutional department setting

Most clubs in China generally have only 2 or 3 departments (office department, finance department, operation department, competition training department). However, according to statistics, nearly 30% of the clubs do not have special establishments (only one office hall and training venues), but it is found that not all clubs have a legal affairs department (there will be special lawyers, but there is no special department). It can also be seen that the domestic basketball professional awareness is not strong enough, and some clubs still have weak legal concepts.

5.2.3 Current management system of Chinese professional basketball clubs

From Figure 8, it can be seen that the operating scope of professional basketball clubs in China is very limited. It mainly includes player selection, coach selection, home management, the use of league logos and team titles. (Du 2011) Among them, the direct economic benefits of the club operating ticket income at home and the team's naming fee. The organization and management of the league and the distribution of benefits directly belong to the Chinese Basketball Association. The power of advertising, economic sponsorship, sponsorship, etc. belongs to foreign operating companies.

In general, market promotion is not within the scope of the operation of professional basketball clubs in China. (Zhang 2010)

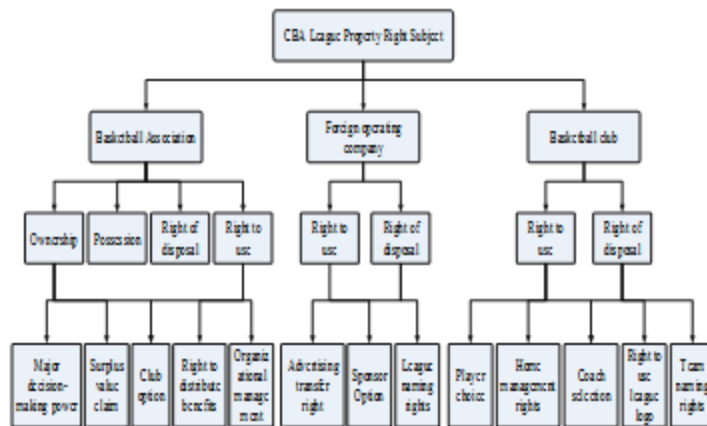


Figure 8. CBA League Property Rights Structure

5.2.4 Current management system of American professional basketball clubs

The management system of the NBA league consists of both the club and the league, and the power and obligation provisions are clear. The main performance is as follows: each club is a company managed by an independent legal person, and the alliance is a non-profit commercial organization; the club has independent operating rights for the purpose of profit, and the alliance is mainly responsible for public affairs such as the organization and promotion of events; In addition to sharing the costs of alliance management and staff salaries, the club can enjoy the remaining income alone.

This fully shows that the independent management system of the professional basketball club owners in the United States is fully market-oriented and bears its own profits and losses. That is, taking risks and enjoying profits alone enhances the initiative and creativity of the club.

5.3 The structure of the financial source of funds for basketball clubs

5.3.1 The main source of funds for the club

According to the survey, the most important channel for the profit generation of each club is to sell tickets. According to market demand and different regions, it ranges from cheap 100 yuan to 1500 yuan, and NBA game tickets account for 40 of each team, the NBA also divides the tickets into monthly tickets, season tickets and ordinary tickets. In addition, according to the location, there are from 50 US dollars to 2000 US dollars to meet the needs of people of different classes. According to the survey, 52.4% of domestic basketball clubs mainly sell game tickets and advertising rights, and only 9.5% of the clubs sell TV broadcast rights. (see Figure 9)

Although the sale of advertising rights is also one of the main operating forms of the clubs, the revenue it brings only accounts for 5% -8% of the total revenue. Television broadcasting rights and advertising are the most important factors for the profitability of professional sports clubs worldwide. However, in China, only a small number of professional basketball clubs sell broadcasting rights and advertising income. In the mid-1980s, the nearly closed NBA elected president communicated with TV stations and made the basketball game broadcast a reality, attracting countless companies to invest in the NBA and various clubs. The economic income of the NBA increased by 140%. The total value of the team's TV broadcast contract is over US \$ 5 billion.

There are many ways to operate in the NBA in the United States: TV broadcast rights, sponsor advertisements, signing fees for authorized products, and team management fees; the team's income mainly includes tickets, NBA headquarters operating share, and TV station broadcast rights. Sponsor advertisements, authorized product use rights, etc. In 1994, the NBA's ticket and TV broadcast rights revenue was as high as 924.6 million US dollars, domestic authorized product sales revenue was 2.5 billion US dollars, international authorized product sales were 800 million US dollars, and only three items reached 372460 US dollars. In 2000, The sales of authorized products are as high as 3 billion US dollars in China, 1.5 billion US dollars internationally, and total revenues of more than 4.5 billion US dollars, which does not include each team's own operating and advertising revenue. The total annual revenue of the headquarters and the teams is more than US \$ 13 billion.

Mode of operation	Frequency	percentage%
Sell tickets	11	52.4
Sale of television broadcasting rights	2	9.5
Sell ads	11	52.4
Manufacture and sell own brand products	0	
Membership development	0	

Figure 9. The main source of funds for NBA professional basketball clubs (2010)

5.3.2 Reasons affecting the economic income of the club

The management concept is relatively backward, and it cannot keep up with the operation of the NBA. It cannot bear its own profit and loss. Under the influence of the long-term planned economy, the management concept of the management has not changed, and it is affected by the league system. The income depends on the year-end dividends of the China Basketball Association. According to the 2010 CBA press conference, there were 19 CBA Zanshu in 2009-2010, and TV broadcasts reached 3500 hours throughout the season, attracting 400 million viewers.

6 Conclusions

6.1 The problems in the development of China's basketball club

6.1.1 Difficulties of the management system

A comparative analysis of the CBA league and NBA league shows that NBA clubs have a more flexible operating system. They can freely adjust their marketing strategies to maximize benefits according to market changes, and NBA clubs have a complete operating system and management system. Although the CBA club has clear responsibilities, it has established a business scope, but its business authority is restricted. The reduction of the business scope has increased the communication cost of marketing and brought difficulties to management.

It can be seen from Figure 5 that the advertising rights belong to foreign operating companies, that is to say, if the titled company wants to use advertising to promote itself, it also needs to reach a certain agreement with foreign operating companies. This seems to be disconnected from the club again. Furthermore, ticket income will be directly affected by the

league environment. In China, the club 's business scope with direct economic benefits is only ticket income and naming rights, which brings great difficulty to the club 's management.(Bao&Wang 2006)

6.1.2 Income Analysis of NBA and CBA Professional Basketball Clubs

A comparative analysis of the CBA league and the NBA league shows that the wages of NBA stars are generally very high, and there is also a gap between them. NBA stars will bring huge economic and social benefits to the club, and increased club economic benefits will also give The star provides high salary and inspires more value. This is a virtuous cycle of mutual promotion. Income from work stimulates the enthusiasm of players and managers, and management costs are reduced

Looking at the CBA again, according to the survey, in 2010, the redness of each piece of furniture reached 12.2676 million yuan, plus ticket income and naming fee, it looks quite impressive. However, if the deductions of coaches, athletes' salaries and awards, venue management fees and club operation and management fees, the remaining profits are few and far between. The income of CBA clubs in China is not high, or in a state of loss.

The club's earnings are not good, the naming rights are constantly changing, the players' wages are low, and even wage arrears have occurred. All factors will reduce the enthusiasm of the club and players, which will bring great difficulty to management

6.2 China's professional basketball club recruitment management

6.2.1 The regulation on the recruitment of foreign aid

A comparative analysis of the CBA league and the NBA league shows that the NBA has a lot of freedom for the selection of foreign aid, and the conditions and treatment are basically the same as the introduction of domestic aid. This not only mobilized the enthusiasm of international players, but also intensified the internationalization of the NBA development trend.

At present in China's professional league, the importance of foreign aid to clubs and teams is very prominent. However, the Chinese Basketball Association has relatively strict requirements for the selection of foreign aid. The first is to limit the salary of foreign aid; allow clubs to register two foreign sports and the rule that they can change a foreign court after 12 rounds of league games or pre-season games.

This brings a lot of inconvenience and problems to foreign aid management. The first is to limit the salary of foreign aid not only difficult to attract excellent players to join, but also

affected the enthusiasm of foreign aid participation. In addition, due to the limitation of the time period for recruitment, before the transfer, the club will have no foreign aid to use if it is injured or abstained from the foreign aid, etc., or it will cause another The tactical system is greatly affected, and the result of the match is difficult to guarantee

6.2.2 The regulation on the recruitment of domestic aid

A comparative analysis of the CBA league and the NBA league found that the introduction of NBA clubs for domestic aid came mainly from the draft and transfer markets. The identity of the players selected in the draft conference will change from college students to professional players. The player identity in the transfer market is naturally a professional player. Therefore, the players in the NBA club are completely professional, only need to perform their duties according to the contract, the management difficulty is reduced.

In the CBA league, the sports team is an important source for selecting players, so that the players have both career establishment and professional players. They have to participate in professional leagues and participate in competitions organized by other countries. When the two events clash, they all have to sacrifice the league at the expense of participating in national events. Professionalization is an inevitable product of market development, not an inevitable product of government development. Too much administrative intervention will make it difficult for the club to maintain its continuous development, so it is normal for the club's naming rights and investment entities to change constantly

6.3 Analysis of the status quo and development strategies of professional basketball clubs in China

6.3.1 Improvement of club's operational mechanism

Decentralized management authority

At present, due to the relatively unified ownership and management rights of the professional basketball league in China, although the management risk of the club itself is generally reduced, on the contrary, it limits the operating scope of the club and affects the enthusiasm of the club. As the management authority is restricted, it will make the club unable to find the target in the operation process, and it is difficult to exert the kinetic energy of its supervisor. Without the right to operate, the club will naturally not actively participate in the management activities of the sports market. Without the operation, the club will not have the economic benefits of the activity, and thus will not create social value, which is in line with

the direct purpose of professional clubs. Violated. It is inferred from this that if the management rights are restricted, the club's market activities will be affected, the economic benefits will be limited, and the enthusiasm of the club will be affected.

Management right is the most direct operation method for professional basketball to obtain economic benefits and create social value. The club has independent operating rights, and can adjust operating strategies according to market changes and market demands, to absorb more social resources and obtain more benefits. It also helps the club itself to form distinctive and unique characteristics, and helps the club occupy a favorable position in the professional sports market.

In summary, in order to promote the development of the club and create rich economic benefits and social value for the club, the club's operating power should be appropriately relaxed, the club's business scope should be relaxed, and the full play of the market role is the club's independent management. Self-financing, increase the initiative and creativity of the club

Improve the income distribution system

In the process of marketization of sports, the biggest goal of professional basketball clubs is to obtain the greatest economic benefits through its own management and operation. However, under China's existing system, the ownership of the men's professional basketball league belongs to the Chinese Basketball Association, and the economic benefits are managed and distributed by the Chinese Basketball Association. The management right delegated to the club has also been subject to corresponding restrictions, which has affected economic benefits. Therefore, it brings difficulty to the managers of the clubs and causes many clubs to be in a loss state. Since the professionalization of the CBA league, the naming rights and investment subjects of China's basketball clubs have continuously changed, which fully demonstrates that the economic benefits of most professional basketball clubs in China do not reach the ideal state of investors, which affects the confidence of investors.

In this regard, we can refer to the income distribution method of the NBA professional basketball clubs in the United States. It can be seen that each club is in independent operation and operation, and is in a state of distribution of ideal income according to work. This approach greatly mobilized the enthusiasm of the club. On the contrary, the distribution method of the CBA professional league in China, no matter how much it pays, the income gap is basically small, which greatly dampens the enthusiasm and innovation of the club's operation.

To this end, we should improve the income distribution system, focus on the market, maximize the enthusiasm of the club, so that the club is always in a state of self-financing and distribution according to work. (Bai&Sheng 2000)

6.3.2 Improve the club support system

Improvement the domestic aid system

Improving the signing mechanism for domestic aid is one of the most important things at present. The flow of players helps to optimize the overall results of the team and the development of the club. Moreover, for our local players is an important theme of our professional basketball club. However, at this stage, due to the influence of the sports system and the reserved talent training system, the transfer of players has become complicated. In the development of professional basketball, the transfer of players should have a certain degree of freedom, but at this stage in the process of transfer of professional basketball players in China, we have received many interferences and influences. In addition, as more and more clubs continue to have excellent foreign aid athletes joining, the club is increasingly dependent on foreign aid, resulting in the local players' playing space gradually becoming smaller, even if there are occasional outstanding performances in the game, but this is not conducive to local Player growth and long-term club development.

Due to the status of the basketball player's institution in China, the transfer of a series of things such as transfer has been greatly restricted. This is different from the development of professional basketball, and the most important thing is not conducive to training players' enthusiasm. Throughout the NBA professional basketball league, its clubs can obtain more benefits and social value, and within the allowable relevant range, players can be adjusted according to development needs.

To sum up, increase the training of reserve talents, promote the system of introducing talents, allow the club to introduce players on demand, form a good competitive atmosphere, enhance the strength of the club, promote the improvement of the quality of professional leagues and the social value of the club Creation.

Innovative foreign aid mechanism

In the field of professional basketball, the addition of excellent foreign players not only brings excellent and mature basketball skills, but more importantly, it brings new and advanced basketball concepts, as well as new blood, injecting new blood into the team and the basketball league. . However, due to the different educational concepts and basketball

growth environments of various countries, the addition of foreign aid will also bring certain impacts, such as the understanding of basketball, the understanding of the skills and tactics of team coaches, and the relationship between individuals and teams in the game. A series of issues such as cooperation between the two.

Although the recruitment of professional basketball clubs in my country is constantly increasing, some NBA superstars and well-known local Chinese players have also successively landed in the CBA league. Although stars like Marbury and JR Smith have achieved success, the majority of the players who are relatively unknown and unfamiliar with the Chinese Basketball League, leading to their failure to play their imaginary role.

At this stage, my country's professional basketball clubs rely too much on foreign players. This has led to many clubs' pursuit of foreign aid becoming more apparent, thus ignoring outstanding local players. Nevertheless, because of the high salary restriction system of foreign aid, most clubs can only take second place. As a result, many foreign aid introduced have become "unacceptable".

According to the above, in terms of the introduction of foreign players, we should quickly improve the high salary restrictions on foreign players, and select the most suitable players according to the actual needs of the club. Based on the current pragmatic premise, we should look for foreign players suitable for our club. It is to enable foreign players to quickly integrate into the team's tactical system, to quickly integrate into the club's management, give play to his unique advantages, and inject fresh blood into the club.

7 Suggestions

At present, there are still many areas for improvement in the management of professional league basketball clubs in China. Moreover, in the past few years, with the continuous addition of excellent foreign aid, the level of the league has been improved, and the rapid development of the club has survived. However, due to the limitations of the existing system, there are still some shortcomings in the club's management system in terms of management and talent introduction. The management and management of the club is unreasonable. The CBA league has the right to belong to the Chinese Basketball Association, while the use rights and management rights are jointly owned by foreign companies and clubs, resulting in limited club scope and limited revenue; salary limit system and recruitment Time restrictions increase the management difficulty of the club 's foreign aid. The dual identity of domestic players greatly limits the transfer of players, which also makes the club less restrictive to players and makes management more difficult.

Deepen the reform of the sports system, vigorously develop the basketball market, materialize the Chinese Basketball Association, truly separate management and

management, and lay the foundation for the development of professional clubs; loosen the operating power of the club, relax the operating scope of the club, and fully play the market. Make the club operate independently, bear its own profits and losses, and enhance the initiative and creativity of the club's management; increase the professionalism of players, make players truly professional, quickly integrate into the professional market, and save and adjust the structure of the club to make the development of the club better. Adapt to the changing form; promote the reform of the talent introduction system, allow the club to introduce as needed, create a good competitive atmosphere, enhance the strength of the club, promote the improvement of the quality of professional leagues and the creation of club social value. (Zhou 2005)

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