

# **How corporate culture enhances sport management In sport organization**

JINJIANGCHEN (RICKY)



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| <b>Author(s)</b><br>CHEN JIN JIANG (Ricky)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                            |
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| <b>Report/thesis title</b><br><b>How corporate culture enhances sport managements</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Number of pages and appendix pages</b><br><b>22 + 3</b> |
| <p>The purpose of this thesis is to explore how corporate culture helps to expand sports management in sports organizations.</p> <p>Culture is a process of spreading and renewing with the development of human society from the beginning to the present. As big as a country or a nationality, as small as an organization or a person, the shadow of culture frequently follows. Combined with our sports management course, I began to explore the corporate culture of the sports industry. In this paper, through the introduction of corporate culture, the necessity of induction and a systematical analysis of corporate culture have been studied and gradually deepened the contrast between sports organizational culture and other industrial organizational cultures. And through the NBA basketball culture and Li Ning sports enterprise culture as a reference vividly and truthfully describes the important role of culture in a sports organization and management.</p> <p>This paper analyzes the present situation of an enterprise culture in sports industry, and puts forward some ideas and constructive suggestions for the future development of sports organization culture. Thanks to the authors who have referred to the relevant materials used in this paper. All their previous efforts and research, it have provided a great help for the smooth progress of this paper. Hope that in the future, the organization culture direction research can more be focused on details distinguishing different industries, which will bring more clear bearing effect for each industry via others aspects of culture promotion.</p> |                                                            |
| <b>Keywords</b><br>Sport management,<br>Corporate culture/Organizational culture,<br>Strength of corporate culture,<br>NBA,<br>Li Ning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                            |

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# 1 Introduction

Corporate culture was born in business management practices. In 1970, Stanley M. Davis, professor of organizational behaviour at Boston University, put forward the concept of "organizational culture" in his book "The Prospect of Comparative Management Organizational Culture." In 1971, the American management master Drucker proposed "Management Culture" in his book "Management". The initial corporate culture is implicit in the "organizational culture" and "management culture." Until the 1970s and 1980s, "corporate culture" was frequently used as a professional term by western business management circles. Therefore, the time for corporate culture to develop into a theory is not long.

The emergence of organizational culture theory has made people's understanding of the nature of management rise from a rigid methodological system to a soft and hard management art. Organizational culture has become an important variable in business management and has had a profound impact on the development of the company. Due to the great role and potential of organizational culture in maintaining organizational stability and improving organizational performance, it has become an important research topic for the corporate and academic communities. At present, research results on organizational culture in the fields of industry, education, medicine, and military continue to emerge (DongJun & Bing 2015, 3).

However, there is no perfect theoretical data on how corporate culture promoted sports organizations or sports companies enhance the development of internal soft power under the big framework of sports management. Most of them stay in the study of the relationship between corporate culture and other aspects of ordinary business, few studies involve focus on unique connotations of culture which produced in the same type of enterprises. The concept of sports corporate culture is very vague, and there is no mature theoretical system to help people quickly to understand the system of the concept and to familiarize with it.

Therefore, the purpose of this thesis is first to think deeply below the specific research background of sports environment, secondly to use relevant courses and knowledge of sports management, then to match to the discussion and to compare it with this topic. Finally looking forward to finding the feature which exists in sports organizations, and to combining to the logic of this theoretical system.

## **2 Theoretical framework**

### **2.1 Research content and methods**

This thesis uses the relevant theories of sports management and corporate culture, first combining with examples of corporate culture to study and explain the important role of corporate culture in the modern market competition for the survival and development of enterprises, secondly, how to further enhance the organization's management level through corporate culture construction. This research analyzes and discusses the dialectical relationship between the sports organization culture and the enterprise management, by highlighting the organic integration trends of contemporary corporate culture and enterprise development, and by showing that in the current fierce market competition, corporate culture construction and innovation should be set to as important role and strategic position of survival and development.

- (1) Citation analysis. Through consulting a large amount of data, cite relevant knowledge points as a theoretical basis, at the same time, analyze the research results of the predecessors and form their own views;
- (2) Comparative analysis. Compare different theories, analyze their rationality and irrationality, and put forward their own opinions;
- (3) Based on the real case analysis of topics, the proposition is more authentic.

### **3 Theoretical framework**

In this thesis the concepts of sport management and corporate culture will be discussed. In the field of sports management there is a manager of a sports organization who makes a plan, organizes, leads, and functions of the sports management object, coordinates the activities of others, and exerts the functions of various resources to achieve the intended course of activity. Here will be used management theories and methods to study the coordination of sports organizations in order to achieve the objectives of the scheduled sports goals. Since the management system is mainly composed of three aspects: the manager, the managed object, and the management means, the research object includes the manager and be managed and the money, material, time, information as well as the management form and method.

#### **3.1 General of corporate culture**

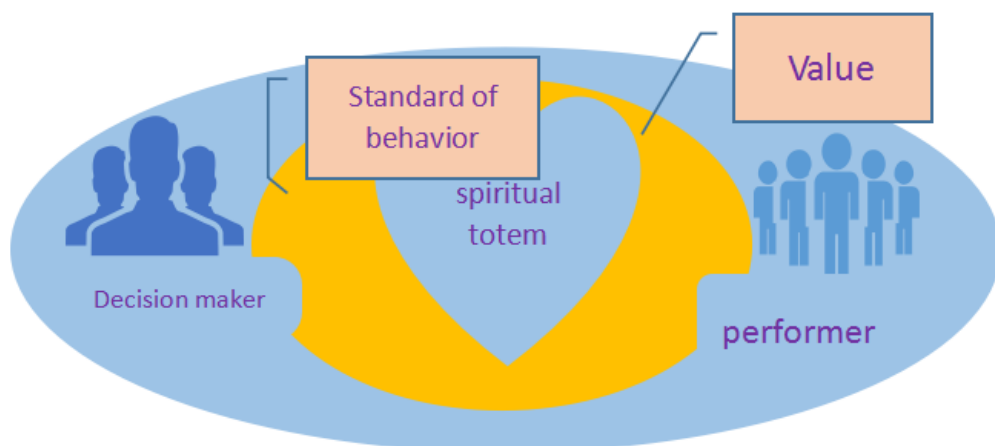
Corporate culture is values, heroes, customs, cultural networks, and corporate environments. Here we want to put forward a more novel view that corporate culture can be established an efficient operates management system within the company and that is recognized by both management and employees. The people inside this system trust and abide by its established standards and natural rules, thus achieving the initially set goals through concerted efforts. The form of corporate culture can be varied, the logo, slogan, advertising, employee attitude, management philosophy, and direction of development of the company's culture belong to a category that can be more open and transparent to the public. Other events such as corporate annual meetings, the development of various sports events within the company, or the organization of employee travel and holiday, etc., belong to the category of mostly internally oriented with strong directionality and privacy. Faced with the new trend of the knowledge economy has begun to emerge, the role of corporate culture construction for business development and business performance has become more and more significant. The role of corporate culture in forming internal corporate cohesion and external competitiveness has been increasingly affected, more and more people's attention.

People talking about a business first and foremost should be the values which this business contains. These values including commercial value, market value, asset allocation, employee personal value, culture value and so on. Actually, the culture value what's more embodied in the corporate culture. Corporate culture is a business necessary spiritual

totem, depend on that, enterprise can harvest strong team cohesion and transfer infinite power of enterprise development. Great corporate culture not only bring a surface of economic benefits to enterprise, but also bring about sense of belonging and sense of team to whole staff working for this company.

### 3.2 Construction of corporate culture system

Cultural system of business not a ossification system,must be a opening and dynamic condition system can adapt to the change or make respond.With the further development and expansion of enterprises,improving and upgrading culture system is absolutely necessary.This kind of remould not to say totally repudiate the origin culture values before,also means overturn origin management system at the same time. Decision maker must classifies the core and stable factors with some others not really important and easy to change factor.extract part of essences improve it and take shape more stable heart part of corporate culture (part of benefit with long terms development for enterprises comply with business strategy formulation )with the development of the times.Good tradition or historical events circulated for many years,also can be saved as a part of corporate culture.whatever old employees or new applicants can fast and deeply understood what happened in the past of enterprises through this part.watch back whole course form companies, basis core values concept was stable,the change of operation principle take root in core values basic not very huge.concrete operation principle and some operation mode transformation most obvious(David K. Scott 1997,404).



Figures 1: Hierarchical map of corporate culture

### 3.3 Sport organization culture

The definition of sport organization culture was taken shape when sport culture and organization culture were mutually combined. It was a more detailed branch in the huge familytree of culture. Carriers mostly were enterprises, units, sport associations, sport clubs and so on, the parlance more images compared with this culture was relevant to sport and saving at enterprises. At discussion about sport culture definition in the past, most of scholars prefer to use the existing traditional culture definition way and to choose different angle to finish the definition. By throwing off the traditional thought, sport culture means every material and spiritual civilization totally including, surrounding with sport; talk from a small aspect, still can pinpoint sport once of other side of civilization factors (Dong Jun & Bing 2015,3).

Sport culture is a kind of competitive culture, chasing each other and going beyond oneself in a competition. Every sport all can embody this characteristic. People can really feel a spirit of the time by getting through sport live, that is a competition. Nowadays, it is the time of competition, the society of competition, the competition itself that makes our whole society keep going fast, also Improving society's quality of life. In this kind of society atmosphere, a cultivated competition sense and spirit become more and more important. Sports lives give us a nature environment, under the strict requirements of the specified technology, tactics, rules and methods, it is an inevitable trend to forge people's competitive character and adapt it to the development of society.

Today, with the increasingly abundant material conditions in the modern world, more people are devoting their energies to build the spiritual level. Therefore, the deeper meaning of sports competition also lies not only in physical, technical, experience, but also than the ideological will and indomitable fighting spirit. Indepth understanding of the culture of sports organizations, we can find that through sports to guide people to make a positive and progressive role in the team to inject a steady stream of motivation is a particularly desirable way. A company with a sports organization culture has a much bigger prospect and speed of development than a company without it. The formation of corporate culture and business managers are closely related to the business philosophy. That is, the institutional layer in the division of corporate culture structure mainly refers to the part that has a normative and binding influence on the behaviors of enterprise organizations and employees.



### 3.4 Sport culture in basketball

In 1891, the basketball was invented by James Naismith at Springfield College in Massachusetts, the opening of the sport of basketball was unveiled. The rules of the first basketball game are very simple. There are no uniform rules for the size of the venue, the number of participants, and the length of the game. In 1892, Naismith developed the first 13 original rules to make the basketball game play under the conditions of fair reciprocity. At the same time, it does not allow rough action. According to the “History of the Development of Basketball Sports” , the YMCA (= Young Men's Christian Association) developed rapidly from 1850 to 1890, but by the winter of 1890, the number of people participating in YMCA activities has been significantly reduced. For this reason, the heads of the YMCA are very worried. After analysis, they believe that there is mainly a lack of suitable sports activities for indoor use in winter. According to the situation at that time, Dr. Naismith believes that in order for the new sports events to achieve the desired results, the following three points must be achieved: 1. To eliminate people's misunderstandings of the fear of physical exercise caused by the wild behavior at the time (Refers to football.) The new competitive sports must be "civilized" and shameless behavior is strictly prohibited. 2. In order to make up for the limitations of football and baseball due to seasons and climate, this is a sports activity that can be performed indoors and in the evening without being affected by the weather in winter. 3. It is necessary to change the boring training methods used in Sweden, France, and Germany. It enables people of all ages and genders to participate in this sport. It can particularly attract young people to participate. Early basketball was merely to solve the problems mentioned above. Therefore, there is no systematic culture of basketball sports. (Basketball history, 2017, 6)

#### Development

In 1932, the newly born FIBA based on the basketball rules used by American universities developed the first unified rules of the world. Since then, in the 10 years of 1948, the rules have been revised several times, which has promoted the changing use of offensive and defensive tactics in basketball and improved the offensive and defensive speed. On April 6, 1946, the "Basketball Association of America" was founded by Walter A. Brown, owner of Boston Garden, USA. The BAA was founded with a total of 11 teams. Brown first proposed the high-paying system and the contract system. The high-paying system means that professional basketball must have strong financial support so that the game can be maintained at a high level. The contract system means that a player can only sign a contract with a club and set up a player reserve system to prevent the player from being injured when they suddenly leave the team.

### **3.5 Organization culture in sport enterprises**

What does sports have to do with company culture? In both cases, you have players that are working together to reach a common goal. Great teams find ways to win. And if the 1980 US Olympic hockey team taught us anything, it's that culture can get you there (Kevin, 2017, 26). The highest goal of the sports team competition is to win the competition. Why does the sports enterprise culture couldn't have common ground? Just like sports teams, the office of a sports company may also be composed of people from different backgrounds, whether in economic, cultural or nation aspects. Although there are so many differences, if you can give them a common goal, then all the barriers to difference will be broken, and an efficient working atmosphere will begin to occur.

Better communication is not only related to commercial success, but also improves the relationship within the office. One of our core values is emotional intelligence, although it involves each employee's control of his emotions, his perception of others' feelings, and his interaction with others. When you are a member of a winning team, nothing is better than this. It is not just a victory through cooperation. One of the best things in sports is to become a more important part than yourself. Work with teams to learn, improve, and overcome challenges. This is the secret of organizational culture success. The coach knows how important the team chemistry is to success. As a corporate manager, investing in a unique corporate brand, establishing an organizational culture that suits the company, and creating a place where employees like to work, it is possible to bring your company to a new height.

## **4 Apply the theory to practice**

### **4.1 The case of Hewlett-Packard company (HP)**

In 1939, in a garage in Palo Alto, California, Bill and Dave Packard of Stanford University in the United States decided to start their own business with the name of Hewlett-Packard, co-named with their two surnames. The prices of their initial products, equipped with sonic oscillators, were lower than similar products. Over the more than half a century, Hewlett-Packard had established a strong corporate cultural system to ensure better business performance and growth. When the company was founded, the founders defined its business objectives--aiming at science and technology and engineering markets, to produce high-quality innovative electronic equipment. In this business purpose, Hewlett and Packard strived to establish a common value and management theory. Based

on this core value, the company has gradually formed its own distinctive corporate culture. This corporate culture, known as the "HP Model," is a cultural system that focuses more on the interests of customers, shareholders, and employees, and on leadership and a host of other HP-inspired creative factors. In business management strategy, the implementation of "walking management" and "target management", a combination of different ways, has deeply rooted in the company's corporate culture, which can be said as a unique management approach, that is, to promote managers "under the grass-roots move" to keep abreast with the first-line situation, and enhance communication with staff and with the outside world, the goal management gradually taking form. In practical work, the company advocated self-management, self-control and result management, encouraged moderate change, didn't dismiss employees at random, nor blindly expand the production scale; created a liberal office environment, and strived to cultivate an open, transparent and democratic work style.

In fact, Hewlett-Packard's core values have always been regarded as the essence of the company's philosophy of success. Such innovative and team-oriented management philosophy has played a very important role in maintaining strong market competitiveness over the past years. At the same time, the value of service to customers in every employee's thinking now greatly enhances the adaptability of Hewlett-Packard Company to market management environment.

HP policy makers believe it is necessary for them to distinguish the core components of HP's corporate culture from those that are more stable and those that are less important and changeable. From the whole process of company development, over the years, the basic core values of the company are basically stable, and the management philosophy rooted in the core values has not changed much. The biggest changes, however, lie most notably in the specific business strategy and some business practices. Although these changes are not random and easy, it is a must.

It is worth noticing that HP's open and dynamic cultural system and its own stochastic mechanism are not in contradiction with the company's relatively stable core values. On the contrary, its core values were still to guarantee which systems and mechanisms are most proper for survival and development. HP's top managers came to believe that the fundamental reason of revolution to remain adapted with the market environment is the core value of the corporate culture. "This kind of value concept and the core of the behavioral style urge people to pay attention to the main elements of the company's composition and to pay attention to those new ideas and leadership that lead to reform." Driven by this "higher and better" corporate culture, Hewlett-Packard Co. achieved

unprecedented development in the 1990's. In 1992, the annual revenue reached 1.6 billion U.S. dollars. In 1993, it was 2 billion U.S. dollars. In 1994, it reached 2.5 billion U.S. dollars. After 1995, the income growth further accelerated. The annual revenue increased rapidly from 3.1 billion U.S. dollars to 42.8 billion U.S. dollars in 1997. As we can clearly understand, the powerful corporate culture was the new "golden rule" for its business success.

## **4.2 Basketball culture with NBA as reference**

In terms of refinement, basketball culture is the branch born from the individualization of individual sports under the overall framework of sports culture. However, this branch of basketball culture has a star culture, a shoe culture, a fan culture, an arena culture, a jersey culture, and a street basketball culture. For example, as the NBA (Nation basketball association), the largest basketball sports league in the world nowadays, we can list many examples related to these small crowd cultures.

### **Star culture**

In the NBA, there are two sentences that are sensible, one is "business is business" and the other is "this is a league of superstars." If the league wants to expand its global influence, it must create a heavyweight star. The NBA is able to usher in today's prosperity. Jordan, Yao Ming, Kobe Bryant and James and other stars have played an indelible role. Like Hollywood, the NBA is also a star-making dream factory with a systematic star-building plan. Digging stars requires the star explorer to precise the eyes. NBA teams know this well, so they will hire a large number of scouts all over the world. The NBA welcomes a number of talented players each year, but not everyone can be Jordan, Kobe, or James. In fact, in the NBA star-making plan, the media is an essential means. Jeremy Lin has been able to become a global icon from the obscure edge player. The hype capability of the New York media can be said to be contributing. This is not only the needs of each NBA team, but also the need for NBA alliance and organizational culture development (Tencent sports 2013,1) . Because the promotion of NBA is closely linked with the star, the star legend is the highlight of the NBA organizational culture.

### **Sneaker culture**

The most well-known classic story of sneaker culture must be that even if Nike had to pay high fines, they still chose Jordan to wear the AJ1. This created a new chapter in the history of shoes. The shoe culture began development and became more and more a personal label for players. Signing players with superior or talented talents or Rising Stars

signing long-term shoes contracts with them has become an important means for major sports and sports companies to occupy market share. It must be said that when a player performs well on the court or completes a historic major initiative such as winning the championship, the surrounding products sold by the player are sold very fast. From the front, it brings huge economic benefits to the sports companies that sign the stars, and at the same time it enhances the visibility and soft power of the company. With the development of science and technology, the company can invest some of its profits in technology research and development to provide players with more comfortable shoes and shoes with better wearing experience and protection performance, helping players achieve better results on the field. On the other hand, the strategy chosen by the sneaker companies to a large extent determines the good or bad of the sales of their own products, that is, the positive relationship with the players. This not only requires companies to have quality products, but also the ability to tap potential talents. When people talk about their favorite stars today, shoes have become an unavoidable topic.

### **Fan culture**

Fan culture can be said to be the most potential culture on the basketball court. This is a unique culture from the basketball game, but it is also a complement to basketball games. It is impossible to imagine how the basketball game without fans will be conducted in any way. It can also be said that fans' enthusiasm and passion have infected the players present, which has promoted the game. When every NBA team plays in the host, their loyal fans will have different slogans for their teams. For example, the San Antonio Spurs "Go Spurs Go!" and the Cleveland Cavaliers "let's go Cavs!". When the team has superstars and is loved by the fans, when the players perform well in the game or the performance is particularly amazing, his fans will shout for "MVP!"

### **Arena culture**

With the development of the alliance, many historical arenas have been created, such as the Boston Celtics North Shore Garden Arena, the New York Knicks Madison Square Garden Arena, Los Angeles Lakers Staples Center Arena, etc. Most of them have been used since the founding of the League, and numerous arenas have been born much of magic, as well as many legends that have been widely publicized so far.

### **Jersey culture**

The jersey retirement ceremony is a ceremony known to all fans in the NBA. When a player made a great contribution to the team he played before or led the team to make a historic breakthrough, in order to express respect for the player and commemorate his achievements, when the player retired, he had previously the team that has effect has the

right to retire the jersey numbers that were used by the players. That is, the numbers that were retired when new players join will no longer be allowed to select and use.

### **Street basketball culture**

With the promotion and promotion of the NBA in the world, more and more people know about the NBA. At the same time, more and more people choose to join the basketball game as an attractive sport. Street basketball is also become popular. In the United States, there has been a lot of street basketball legends. Street basketball is more entertaining than regular formal basketball games. Not limited to rules, unlimited geographical, style changeable, action cool, more attractive to young people.

### **4.3 Corporate Culture of Li Ning**

It's important to add advocate sports as the main value of the enterprises, not because Li Ning is just a company that produces sporting goods. Dai Qiang, Human Resources Director of Beijing Li-Ning Sporting Goods Co, Ltd. introduced Li Ning's mission and vision in this way: "Our mission is to devote ourselves to the creation of professional sporting goods, to allow sports to change our lives, to arouse national self-confidence, and to stand proudly in the world. The vision is to occupy the first place in the Chinese sporting goods market and become the mainstream brand of sporting goods. " It is not just because Li Ning is a company that produces sporting goods.

Therefore, in April 1989, after the official registration of the Li Ning brand trademark, it had been committed to the development and production of sporting goods. It has also been advocating a lifestyle centered on sports, so that advocating sports has become the core content of corporate culture. Instill core values "Advocating sports, integrity, passion, winning, innovation, and collaboration" is the core value of Li Ning. "This core value is derived from our understanding and advocacy of the sports spirit and is the basic principle of our everyday behavior." Dai Qian said.

Advocating sports: Have a strong passion for sports, specializing in a certain sports, or actively studying one or more sports in your spare time and making achievements. He loves sports, actively participates in various sports activities, and loves active lifestyles with sports as the core; people who influence the periphery actively participate in sports, use sports to promote people's communication, promote health, and increase self-confidence. The company demands that every Li-Ning people love the passion and joy created by the sport. We hope to infect the people around us with our own practical

actions and to deliver the Olympic spirit of “emphasis on participation” and “higher, faster and stronger” .

**Integrity:** Facing every competition and challenge honestly, respecting the company's system and discipline, it is absolutely not sacrificing personal interests and damaging the company's interests; on the premise of fairness and integrity, we treat colleagues in good faith and establish a positive and enterprising working atmosphere.

**Passion:** With a strong sense of mission and aggressiveness, there is a constant impulse to work hard to achieve the mission and vision of the company. Actively responds to the challenges in work and life and is not discouraged.

**Winning:** Being fully confident in the future development of the company, having a strong motive for success, actively facing market challenges, and eagerly aspiring and pursuing for success and realization of the goal.

**Innovation:** A keen insight into the market, continuously learning new knowledge or learning from successful companies. Constantly integrating new knowledge, new technologies, new thinking, and new concepts into new product designs, brand management, and internal management, creating more value for the company.

**Collaboration:** With a holistic awareness at work, actively cooperating with co-workers, and making concerted efforts to achieve the company's goals. Li Ning Company, as a manager and coordinator of the supply chain, needs to fully coordinate with partners for better co-development.

Take the sports games as an example. In the recruiting process, Li Ning Company has already begun to implement its core concept of advocating sports. "There must be one topic, out of the many questions during the interview, concerning sports. We can try to know more about what sports an employee favors, so that we can help them better integrate with the collective." Dai Qian further explained, “ Core values → top management behavior → system level → employee behavior. Among them, the behavior of senior managers has great significance for the inheritance of corporate culture." Only the managerial level keeps the company's core values in mind, and put them into practice, can the employees implement them better and eventually form a habit." Dai added that Li Ning Company regards it an important point to build influential managerial behavior as the corporate culture, laying more restrictions and restraints on the managerial level. In

advocating sport, members of the managerial level must commit to engaging in at least 2 hours of sports every week, even when going out on business.

At present, Li Ning Company has held an all-member sports meeting every year, with various events included. All the senior leaders of the company must participate in the opening ceremony and those who can will also participate in the competition. Not only that, the employees voluntarily set up clubs of football, basketball, volleyball, swimming, fitness, badminton, and tennis and games are held regularly. Among them a football league match is held annually and the company's star football team even competed with the Chinese national women soccer team. The internal sports clubs receive financial support from the company in all aspects. Certain amounts of money are released to the clubs at the very beginning of establishment. "For a team that doesn't undertake the annual sports events properly, the company will cut less the financial support as a penalty, not for the sake of saving money, but as means to further stimulate sports participation," Dai Qian said. "The senses of integrity, passion, winning, innovation, and collaboration can all be cultivated through sports," Dai Qian said that employees of the company, by constantly taking part in sports, are more assertive and can constantly explore their potential and surpass themselves. Sports help to shape the corporate culture. The spirit of sports is undoubtedly Li Ning's follow-up support to create "Nothing is impossible" . (Dai 2018,3)

No innovation, no development. Whether sports or business, this is a universal truth. As a company for sporting goods, Li Ning needs continuous innovation, research and development of new technologies, and integration of all these into product development. In 1998, the company cooperated with DuPont USA and when Coolmax fabrics was introduced a new type of T-shirts was made. In 2002, the company joined forces with DuPont Company again and applied "Lycra" fabrics to fitness swimming suit product series . "Ling Ning" and "Leica" both appeared on the product tag. The logo is the first of its kind in China's sports goods. The formal cooperation of the two brands is due to the common philosophy of the two companies, bringing fashion and comfortable sports life to consumers through technological innovation.

The spirit of collaboration in the sports process has a similar but great impact on Li Ning's employees. In the autumn and winter product supplying and ordering meeting of 2002, Li Ning Company first called its dealing customers "cooperative partners" and established a cooperation relationship between the two parties. In order to improve ordering efficiency and make the customers satisfied, the company carried out, at the end of 2002, a survey



on “order modes and methods” for A-level consumers in 10 cities facing A-level dealers in 10 cities. A dinner party and some interactive games were arranged for local dealers to create a sense of being at home. The distributors were very satisfied with the "Li Ning" ordering meeting and expressed their willingness to form a unity and cooperation with "Li Ning," and work together to create a bright future! The result showed that the partners fully appreciated the “Li Ning Family” atmosphere created by the company at the ordering meeting.

## **5 Analysis and Conclusion**

### **5.1 The situation of corporate culture in sport industry**

When we turn our eyes back to the sports industry, we can easily find many companies that have similar corporate culture creation and development processes with HP. Nike can be said to be a company with a distinctive corporate culture in the sports industry. Never stop is Nike's corporate culture. At that time, Adidas, Puma, and Tiger dominated the American sports shoe market. In the early 1970s, the heat of jogging gradually emerged and millions of people began to wear sports shoes because they are not only comfortable but also token of healthy and young – this is what most people yearn for. Sports shoes are about to become popular. However, the "Iron Triangle" headed by Adidas did not grasp this development trend, but "Nike" has run into it. In 1974, Balmain coached a urethane rubber in a waffle iron mold to make a new type of sole. with small rubber round nails on the sole, making it more resilient than the other popular shoe soles. This seemingly simple product innovation drives Nat's career. Opening the market quickly, Nike's 1976 sales window soared from \$8.3 million in the previous year to \$14 million. Nike developed like a wildfire and the company spent a lot of money developing new style running shoes. By the end of the 1970s, Nike had nearly 100 researchers, many of whom were in biology, chemistry, experimental biology, engineering, and industrial design, chemistry and various related degrees. This strong research force has developed more than 140 different styles of products, many of which are the most innovative and technologically advanced in the market. These styles are based on different foot styles, weights, running speeds, training programs, genders, and different skill levels. These different styles, different prices, and versatile products have attracted thousands of runners, making them feel that Nike is the most complete supplier of running shoes with millions of different kinds and capabilities. Runners have this concept, which is a very attractive image in a growing industry.

Relying on the never-stop corporate philosophy, by 1979, Nike had planned to market new products and its strong sales, with a market share of 33%, and finally squeezed into the "iron triangle" built by the original Adidas, Puma, and Tiger, Become a sales star. By 1981, its market share had even reached 50%, far ahead of Adidas, and Nat himself had also into the coveted United States of Forbes magazine's 400 rich people. Nike is an adventurous and pioneering company. Having already cultivated a well-designed culture in the verdant Oregon company, Nike's veteran manager once recalled: "It is like being in an environment full of brotherhood. Working in. Colleagues happily drank together, talking about sports endlessly, and claiming to be active and anti-traditional figures". Every six months, Nat's management team will meet to discuss strategies.

This quarreling party is known as "a tit for tat party." Nat always encourages confrontation and even confrontation, and he, like everyone else, accepts loud criticism come from others. The location of Nike companies is just like campuses. There are forests, jogging trails, lakes, and football fields. Nat wants to create a peaceful working environment. He thinks the world is messy enough. Working hours should feel freedom like as home. Nike's distinctive corporate culture attracts a large number of young people. 40% of Nike employees are under 30 years old. Their day's work is arranged in this way: during the noon time, do exercised in sports and leisure center for two hours, and then works until the evening. They are very loyal to the company. Nike's management is not rigorous, but it must break Adidas's strong faith to unite the entire team. The company's marketing staff said: "We can instinctively determine what is Nike want to do and what is Nike don't want to do."

(Nike corporate culture entry 2018,2)

HP compared with Nike

1. They all established a high effective cultural system and maintained their ability to change at any time.
2. Pay special attention to the communication between leaders and employees, and always maintain a positive interaction between the two.
3. The management team highly trusts and respects the employees and is committed to creating a free and comfortable working environment for the employees. The employees are also extremely loyal to the company and are willing to devote their utmost enthusiasm and motivation to the work.
4. Advocating the "customer first" principle, strive to provide customers with more quality products and more efficient services.

## 5.2 Corporate culture conclusion

Regardless of whether the company exists in the sports industry or other industries, the corporate culture is always part of the inevitable, and will certainly be accompanied by the establishment, development, and entering the whole process of maturity. From the analysis and comparison of the above two cases, we can also draw a very important point, that is, any company that wants or has achieved success cannot ignore the innovation and personalization of corporate culture. The era is developing, and science and technology are progressing. This also requires that managers of enterprises need to keep pace with the times to update their business ideas. This is also one of the sources of innovation for corporate marketing strategies. Any enterprise development will experience painful periods of setbacks and failures.

These difficulties may come from external market shocks, and may also be bottlenecks encountered by the company itself. The results are nothing more than two kinds. One is that it failed to survive the test and was eliminated by the market. The other is that after a period of adjustment, it back to the right track. From Nike's example, we can see that this adjustment is not just about borrowing from the outside world, but it is also a huge challenge for entrepreneurs. They need to identify problems from failures each time and find the best solution to the troubles, and ensure that the company's profit loss is minimized. This is why the market rules for survival of the fittest are always favoring companies that are good at solution their minds, because they know how to balance the contradiction parts with corporate culture values.

Even if it is small and medium-sized enterprises, corporate culture follow it appear and got development at its company enterprization course. The role of corporate culture became more complex with the company development. Also (we can say it) from our point of view it was more important. Not only business manager's system or rules, but also the flag full of emotional factors can lead enterprises go ahead, and provide more diversification, humanization management options for enterprises. This analysis showed the significance and necessity of corporate culture. The analysis about how to produce anfractuons contact with other parts of enterprises should not be dealt with one-sidedly but three-dimensionally, so that an effective project could be provoked.

### 5.3 The importance of corporate culture construction

In modern enterprise management, the construction of corporate culture is an indispensable part, similar to the foundation of construction, and the foundation that is not solid enough will eventually lead to the collapse of the entire building.

However, if an enterprise does not have a corporate culture that reflects and promotes its production and business activities, and does not have a business development strategy that includes corporate culture, it is impossible for an enterprise to form an effective competition mechanism and a strong sense of competition within itself. The same for the establishment of an enterprise's external image is also unfavorable. US Gallup Consulting Company found through training that there are three major factors that determine the company's core competitiveness: First, the level of customer loyalty and the size of loyal groups; second, the level of employee loyalty and the size of loyal groups; and third, the brand The level of influence and size (Yang, 2006, 16. It is the corporate culture that determines this aspect of the company.

The popular corporate culture enables the company to win customers and win competition. The level of customer loyalty is closely related to the quality of the product or the quality of service provided. For example, major airlines will make special "frequent flyer plans" for business people who often have travel plans. It provides for a tiered system whereby, when a passenger reaches a certain level, the carrier provides the relevant service. As a result, passengers are encouraged to travel regardless of their destination, which will give priority to the same airline flight. This also provides the Airline with a stable and high-end customer base. Employee loyalty is directly proportional to employee benefits. The better the benefits provided by the enterprise the wider the coverage, the greater the incentive for employees, the harder it is for employees to switch jobs. Alibaba, China's largest Internet company, specifically proposed an "I HOME" plan for its employees who wish to buy houses. The plan includes: 1. Providing 3 billion yuan of interest-free loans to carry out the "I HOME" plan, helping to serve more than two years for mainland Chinese employees to satisfy the relevant conditions for home ownership; 2. Putting in 500 million education funds, and cooperating with schools and existing schools to help employees solve their children's preschool and primary school education problems; 3. Give primary-level employees a one-off price and children's education subsidies to ease price pressures. More than just housing, Alibaba corporate benefits include education for its children, corporate shares and dividends, and free parent medical examinations each year. Ali's corporate culture and speed of reaction to the market have to say deeply rooted. This is why Ali's employees will work hard for the company because they do not

only think about how to bring more economic benefits to the company but also do not need to consider and worry about other issues in life. It can be imagined that a company with such a high level of employee benefits and a rising growth period will not have employees who want to leave easily (“I HOME” plan entry 2018, 1) .

Brand influence can actually determine the size of a company's market size, and it also positions potential customers for the company. Brand is not an invisible thing, it is a habit, a kind of consumer awareness and identity. This is the deepest influence of the brand. He can influence the purchasing habits of consumers. Chinese home appliance brand - Haier, in the global home appliance market has occupied a huge market share. Its predecessor, the Qingdao Refrigerator Plant, faced a fiscal deficit of 1.47 million yuan and was on the brink of bankruptcy. In 1984, Zhang Rui Min, president of Haier Group, proposed the "Brand Strategy". Through technology development, meticulous management, capital operation, merger and control and internationalization, a small factory with a deficit of 1.47 million yuan rapidly grew into the first name brand in China's home appliance industry. August 2001, "Forbes" magazine in the world's top ten white goods manufacturers, Haier ranked sixth. In 2004, Haier became the only Chinese brand to rank among the 100 most valuable brands in the world and won the first list of the most valuable brands in China for seven consecutive years. It was named twice in the "Top 10 China Top Ten" by the Financial Times World-class brand." From the corporate image of the improvement point of view, the public was able to trust the business attitude, in the final analysis because of the brand role, the brand's long-lasting effect allows businesses to get more profits, the brand building, the purpose is to lock in consumer spending This allows consumers to trust a brand, so that consumers always maintain a good impression of the brand.

#### **5.4 Sport organization culture research and development**

In the field of sports, organizational culture research is later than other fields, but in recent twenty years it has become a research hotpot in the field of sports management and many high-quality academic papers have appeared. At the same time, the challenge for leaders of sports organizations is to establish a harmonious organizational operation mechanism, which needs to draw on the experience of successful organizations, enhance their competitiveness and build a proper organizational culture. Slack (1997) points out that in sports management research, organizational culture should be viewed as an alternative to traditional psychosocial approaches that provide richer insight into sport management (Slack 1997).

## **5.5 Basketball culture overview**

In general, basketball culture is the art that accompanies the whole process of basketball. No matter from the initial generation, development, shaping to the present industrialization, it is always possible to find a shadow of culture in it. Not only in the sport of basketball, if any sport lacks a culture that complements each other, it will appear particularly monotonous and boring, and it will be even more difficult for the audience to appreciate the essence and charm of the sport. Indirectly, it has brought about a series of problems such as the decrease of fans' attention, the shrinking of team or club's market share and the lack of profit space. Therefore, as the manager of the team, it is not just the use of management skills and personal expertise to operate the team very well. At the same time, under the objective conditions, it should also strive to create a team culture that is conducive to the unity of the team or update existing teams. The team culture preserves the elite part of the team culture. When the team's players fully understand and are willing to implement the management system under the team's culture, it will make the game progress more smoothly and the team atmosphere is more harmonious, which can also be combined into the locker room culture we often talk about. That is, every team locker room needs an old player with high emotional intelligence who can coordinate relationships and trust and respect for everyone. Their role will require them to always be the first to appear when there are any signs of discordant notes in the team or to be concerned about poorly performing players, which is why sometimes this type of character tends to be more important than the team's superstar.

## **5.6 Research and discuss about Li Ning corporate culture**

The culture shapes the way employees interact at their workplace. A healthy culture encourages the employees to stay motivated and loyal towards the management. Additionally, the work culture promotes healthy relationship among the employees. It also goes a long way in promoting healthy competition at the workplace. It is the culture of the workplace which actually motivates the employees to perform. The organization culture helps build an emotional attachment to the enterprise. The culture cultivates a sense of belonging and commitment towards the corporation and develops a sense of unity at the workplace. Every organization must have set guidelines for the employees to work accordingly. The culture of an organization represents certain predefined policies which guide the employees and give them a sense of direction at the workplace. Every individual is clear about his roles and responsibilities in the organization and know how to accomplish the

tasks ahead of the deadlines. Additionally, such policies help mold positive habits into individuals which make them successful professionals. It is the culture of the organization which extracts the best out of each team member (Human Kinetics, 1997). Now we all know that employee retention is a key concern for organizations. Unlike previously, it is time consuming, costly, and often the individuals who leave take proprietary knowledge that is impossible to replace. Hence managements are realizing the importance of holding on to their existing people. But how probable do you think it is to convince your employees to not make the switch? Now every employment proposition consists of some mixture of tangibles such as pay and benefits, and intangibles such as relationships with colleagues, work-life balance, and trust in management. Thus, when the current position is not meeting employee's needs, an opportunity to join another organization crops up.

## **6 Final Discussion**

In the general of corporate culture, we can find that corporate culture is the key factor to promote core technology, and to provide an inexhaustible driving force for a company's sustainable development. Meanwhile, construction great corporate culture and work atmosphere provide important support to keep top experts with professional expertise. Even today, there are still lot of leaders lacking recognition about corporate culture and culture construction only stays at the surface as a simple format, not a deep exploration or high esteem. One outcome of this thesis is to wish, that's hope enterprise managers can more would pay more attention to corporate culture, keep in constantly updated status, gradual build up corporate culture system. That's indispensable step which a business wants to reach another altitude and acquire sustainable development.

In the chapter of basketball sports culture, not only learn the origin and history of basketball, but also use the best basketball league in the world, NBA as an example to dig deeper the cultural essence of sports league, combined with other industries in the previous article. The sport corporate culture has unique passion and devotion. When corporate culture collides with sports factors, it must be a stimulating and novel experience. It is not just sports enterprises, but the management or culture of other industries can add some sports elements, which will definitely promote various aspects of the enterprise.

We don't need to describe the importance of corporate culture here again, but why we analyzed separately the organizational culture of sports enterprises, not only because sports companies and sports management can be said to be inseparable, but more we need to be explored from a different perspective under the sports management's big frame.

People often have a common understanding of sports that is competitive and rigidly follow the rules. It is not known that all competition rules are established by humans with rich emotions, this is the most humanized aspect that cannot be ignored.

All in all, corporate culture plays an irreplaceable role in many aspects of all walks of life. It is sincerely recommended that enterprise managers realize this, and then let the shadow of corporate culture always follow the whole process of development from the beginning of the establishment of the enterprise, and ultimately it will be the interaction between the corporate culture and the enterprise benefits, and achieve effect the culture to promote economic development. Anyhow, this will be a view that we will always be convinced in the context of economic globalization in the 21st century. Culture comes from life, and if we are careful that it will be noticed. Looking forward to the future, I hope to fill the gaps in this section in the sports industry, anticipation and welcome more sports experts to join in the discussion on this topic.



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