

The study on the development of basketball in China

Case: Development management and analysis of Guangdong South China Tiger Club

WeiTian Xiong



Author(s) WeiTian Xiong	
Degree programme Degree Programme in Sports Coaching and Management	
Report/thesis title The study on the development of basketball in China Case: Development management and analysis of GuangdongSouth China Tiger Club	Number of pages and appendix pages 36+2
<p>Abstract</p> <p>Basketball was invented in 1891 by James Naismith, a physical education teacher at the YMCA Training School in Springfield, Massachusetts. In 1936, basketball was included as an official sport in the Berlin Olympics.</p> <p>Since 1990, with the popularity of the NBA, basketball has become popular in China. Under the conditions of market economy, Chinese basketball also began to go professional. A professional league was started. China Basketball Association (CBA)</p> <p>The purpose of this study is to study the Guangdong South China Tiger Club in the CBA league. In the Chinese basketball environment, there are 20 professional clubs in the CBA. Guangdong South China Tiger Club was established until now. Through continuous exploration and innovation during its 20 years of business development, it has now become the top basketball club and the first most profitable club in China. Therefore, it is necessary to study Guangdong South China Tiger Basketball Club because it is a representative of professional basketball clubs in China and has great significance to the development of professional basketball clubs in China.</p> <p>This study uses comparative, survey and interview methods to investigate the market development and operation of Guangdong South China Tiger Club. The business model of Guangdong South China Tiger Club was compared with the management models and strategies of NBA and European professional soccer clubs, Interviewing club management staff by phone and posting questionnaires online.</p> <p>The study shows that Guangdong South China Tiger Basketball Club has been figuring out and moving forward in its development process for more than 20 years. It has its own unique business model. At the same time, the problems and shortcomings of Guangdong South China Tiger Basketball Club are also presented. Giving advice on development.</p>	
Keywords : Sports management, Professional basketball club, Management of professional Sports clubs.	

Table of contents

1. Introduction.....	5
1.1 Research schedule.....	6
1.2 The definition and terminologies.....	6
2. Definition concepts.....	7
2.1 Basketball	8
2.2 Professional Basketball club.....	14
2.3 Management of professional sports clubs.....	15
2.3.1 Background of NBA.....	15
2.3.2 Background of CBA.....	16
2.4 Guangdong South China Tiger Basketball Club.....	17
3. Methods.....	19
3.1 Object.....	19
3.2 Literature research.....	19
3.3 Comparative methods.....	19
3.4 Survey methods.....	20
3.5 Interview methods.....	20
4. Results.....	21
4.1 Analysis of club management system.....	21
4.1.1 NBA teams and Juventus.....	22
4.1.2 Management analysis of Guangdong South China tiger Club.....	25
4.2 Successful experience of Guangdong South China tiger Club.....	27
4.2.1 Talent training system.....	28
4.2.2 Good humanistic care and welfare treatment.....	29
4.2.3 Market in line with operation management.....	30
4.2.4 Provide basic life support.....	30
4.2.5 Strong tactical style and player execution.....	31

4.2.6 Excellent coaching team.....	31
4.2.7 Fan organization support.....	32
5.Conclusions.....	32
5.1 Existing problems.....	32
5.1.1 Imperfect medical system.....	32
5.1.2 Management mode problem.....	32
5.2 Improvement strategy	33
5.2.1 Strengthening the medical system.....	33
5.2.2 Strengthen business model.....	34
5.3 Further Development.....	34
6.Discussion and Suggestions.....	35
7.Evaluation of the study.....	36
List of references.....	37

1.Introduction

Guangdong South China Tiger Club (Hereinafter referred to as DGSC) is the first professional basketball club in China. It was founded in 1993 and became one of the founding teams of the Chinese Basketball Association (Hereinafter referred to as CBA) in 1995. GDSC has grown for more than two decades and has gradually developed a more complete training and youth athlete training system, which has led to a strengthening.

As of the 2020-21 season, GDSC has won the CBA championship 11 times (2004, 2005, 2006, 2008, 2009, 2010, 2011, 2013, 2019, 2020 and 2021), which is the team with the highest number of CBA championships.

After 13 years of operation, the team invested 30 million RMB. In the 2003-2004 season, the annual return was \$1 million. As the first profitable professional basketball club and the first publicly profitable club in China, Guangdong South China Tigers have walked a distinctive path of development to growth.

During decades of development and operation, it has continuously developed, explored and innovated to explore a professional basketball club development model suitable for China's national conditions.

The head coach of Guangdong South China Tiger is Du Feng, the head coach of the Chinese national team. In addition, the club includes Chinese national team players such as Yi Jianlian, Zhao Rui, Zhou Peng, Xu Jie and Hu Mingxuan. It can be said to be very powerful. (Baidu,2021)

In the 20 years of development of China's professional basketball league and professional basketball clubs, Guangdong South China Tiger Club has profited and stood out. It has become a typical representative of the development of professional basketball in China. It is of great significance to the reform of professional basketball in China. Therefore, it is necessary to study it.

By comparing it with the management of other professional clubs in the world, I distributed questionnaires and interviewed some people. These were used to analyze the reasons for the success of Guangdong South China Tiger Basketball Club and what needs to be improved.

1.1 Research schedule

This study begins in mid-July 2021 and ends in November 2021.

The purpose of the study and the direction of the study were determined in July 2021.

In August, I systematically learned about professional basketball clubs and professional basketball clubs in China and the best basketball clubs in the world and also GDSC.

In early September I determined the methodology of the research, then I used the comparison method, survey method, and interview method. I distributed questionnaires in September. I surveyed the fans' satisfaction with GDSC It starts on September 5th and ends on September 10th (Figure 6), I surveyed GDSC managers with telephone interviews on September 19th, 2021 (Figure 10). I surveyed the distribution of fans of GDSC on WeChat public website It starts on September 20th and ends on September 28th (Figure 11).

In October, I summarized and analyzed the research results of this study and made a summary of the study of GDSC.

In November 2021, I revised my thesis and completed the research.

1.2 The definition and terminologies

GDSC:Guangdong South China Tiger Basketball Club is a professional club in China, founded in 1993. It is a club in the Chinese professional basketball league.

NBA:The National Basketball Association, the highest level professional basketball league in the world. It is a men's professional basketball league consisting of 30 professional teams in North America, and is one of the four major professional sports leagues in the United States.

CBA:China Basketball Association is a professional basketball league in China with 20 clubs. cba is the highest level professional league in China.

Bear Sports founded in 2013, Bear Sports is a basketball and sports media company with authority on the Internet in China.

Juventus is a soccer club located in Turin, Piedmont region, Italy, founded on November 1, 1897, and is one of the oldest clubs in Italy.

PF:Power forwards should grab rebounds, defend and block positions(Figure 3).

SF:Small forward is the most important scorer in the team. The most fundamental requirement is to score, and score from a long distance

C:The center is usually the tallest player in the team and protected by defensive rebounds

PG:Point guard is a fixed position in the basketball lineup. It mainly organizes the defense of the whole team, including controlling basketball

SG:The shooting guard takes scoring as the main task on the court. He is the second scorer on the court after small forward (Sohu,2021)

2. Definition concepts

2.1 Basketball

During a 5-man basketball game, each team shall have 5 players on the court and can be replaced in accordance with the regulations. There is no limit to the number of replacements in each basketball game.

The standard basketball court shall be 28m × 15m rectangle, and the line width of each line on the field is 5cm(Figure 1) . The ground shall be solid and flat, and there shall be no obstacles within 2m around at least. There are two 2m long lines in the team seat area(Figure 2). The competition shall consist of four sections, each of which shall be 10min. There shall be a 2min rest time between the first and second sections, between the third and fourth sections and before each decisive period. Half time break shall be 15min. If the scores are equal at the end of the fourth quarter, in order to break the draw, one 5min extra time or more such 5mins are required to continue the game. In all decisive periods, the team shall continue to play towards the same basket in Section 4. The goal of each team is to score in the other team's basket and prevent the other team from scoring in its own basket. The team that scores more at the end of the game time will be the winner of the game. (Wikipedia, 2021a)

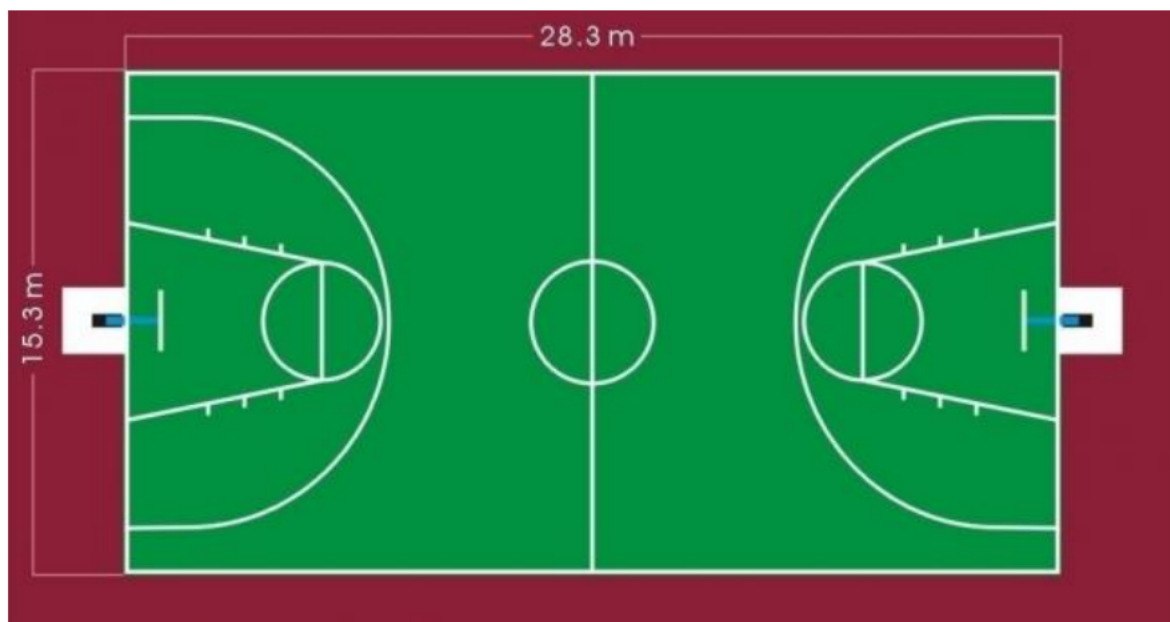


Figure 1. Example of basketball court (Wikipedia, Aug, 2021b)

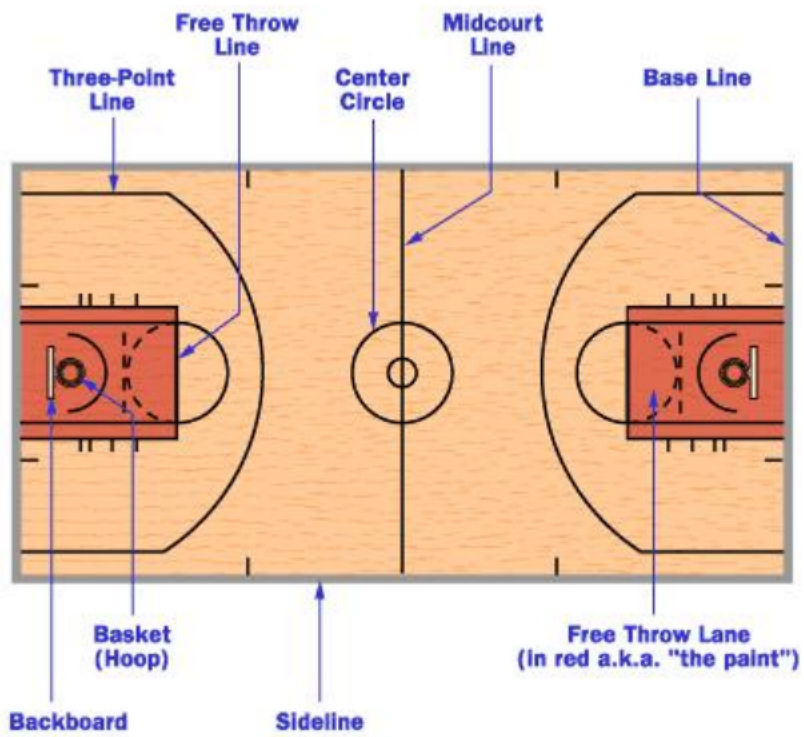


Figure 2. Example of basketball court (Wikipedia, Aug, 2021b)

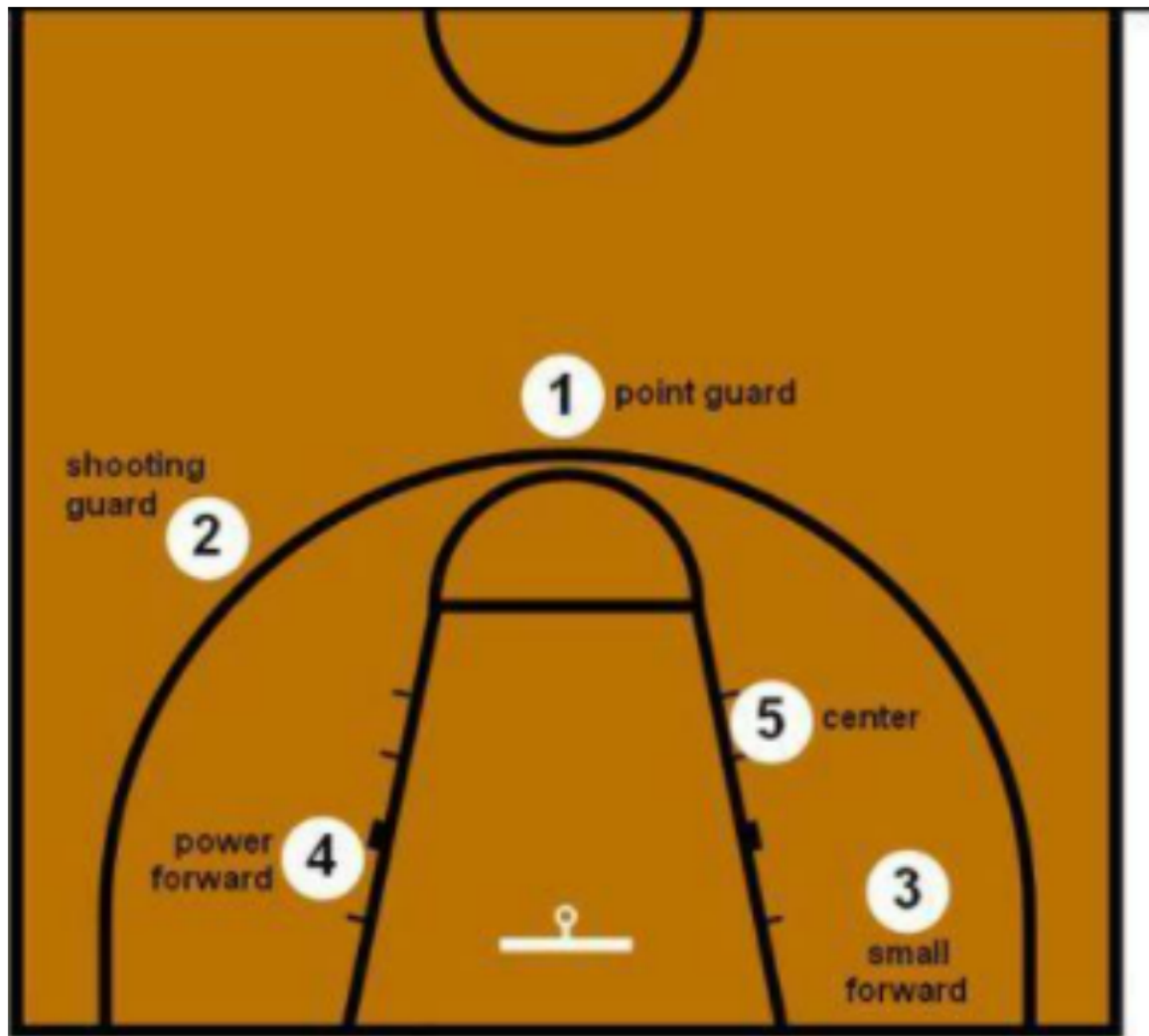


Figure 3. The position of a player on a basketball court (Wikipedia,Aug,2021b)

Basketball games are usually played by men and women in teams, with five people (5 to 5) full court games and three people (3 to 3) half court games. Three person basketball pays more attention to personal skills.

The more famous are CBA, National Basketball Association(Hereinafter referred to as NBA.) and European League. International events include Asian Championships, world championships, Olympic Games and so on.

Futsal basketball

The ball may be thrown in any direction with one or both hands. A player cannot run with the ball. The player must throw it from the spot on which he catches it, allowance to be made for

a man running at good speed. The ball must be held in or between the hands. The arms or body must not be used for holding it.

No shouldering, holding, pushing, striking or tripping in any way of an opponent. The first infringement of this rule by any person shall count as a foul; the second shall disqualify him until the next goal is made or, if there was evident intent to injure the person, for the whole of the game. No substitution shall be allowed. Goal shall be made when the ball is thrown or batted from the ground into the basket and stays there, providing those defending the goal do not touch or disturb the goal. If the ball rests on the edge and the opponents move the basket, it shall count as a goal. The umpire shall be judge of the men and shall note the fouls and notify the referee when three consecutive fouls have been made. He shall have the power to disqualify men according to Rule 5.

The referee shall be the judge of the ball and decide when it is in play in bounds, to which side it belongs, and shall keep the time. He shall decide when a goal has been made and keep account of the goals with any other duties that are usually performed by a referee.

3x3 basketball

3X3 basketball is a new sport, developed from street basketball, and has been considered to be the first urban team sport in the world.

3X3 basketball originated from the three-on-three bullfight of black children on the streets of the United States.

Venue: half a standard basketball court (14m × 15m). Number of players: 4 ~ 5 players can be registered by both sides of the game, and there are three players. There are no first half and second half. The whole game is 10 minutes

Basketball's influence in China

Basketball has a good mass base in China, and China has a huge population base. Basketball is becoming more and more popular in China. In many rural areas and schools, many people are participating in basketball. Regardless of age NBA entered China in the 1980s. At that time, no live broadcast. It used to broadcast programs in the form of video

tapes. This time happens to be a time when Chinese TV programs are not rich enough. In addition, Jordan, the God of basketball, entered the league and showed the audience an excellent viewing experience, which made many people like basketball.

Wang Zhizhi entered the NBA stage in 2001 and Yao Ming entered the NBA as the No. 1 player in 2002, which set off people's enthusiasm to watch the NBA. In this process, the influence of the NBA on China has expanded step by step.

At the 2002 NBA draft, the Rockets chose Yao Ming in the first pick, which formed a variety of meanings at that moment. The Rockets selected the first NBA overseas No.1 pick from China, which is difficult to fully describe the great significance of. From that moment on, Yao Ming, rockets, NBA and Chinese basketball have entered a new historical track.

Since 2002, basketball has set off a new world in China, and the attention of basketball has reached the peak in an instant.

Yao Ming's influence has long exceeded Chinese mainland. He has been on Time's Asian cover for the 2 time. 2 was named "one of the most influential 100 people in the world" by Time magazing in the year of 2007,.,2010. He wore a suit and dressed as a business man to cover the cover of the fashion magazine "Bassa man".

Yao Ming's personal influence has transcended national boundaries. Yao Ming's role in promoting basketball in China is immeasurable. (Zhihu,2021)

The NBA's influence in China:

Because of Yao Ming, the TV broadcasting rate of CCTV NBA games has doubled, and countless fans have become crazy Yao MI. The Rockets have become the home team of Chinese fans. They are happy for the victory of the rockets and sad for the victory of the Rockets. Because the Rockets have a Chinese named Yao Ming, Chinese fans have a rocket complex.

Because of such an excellent League, the world-renowned superstars such as Jordan, Kobe Bryant and O'Neill will emerge, which will fascinate the teenagers who love basketball all over the world. I believe many young people really like basketball because they watch NBA games. Especially in China.

Those NBA superstars become well-known stars, and the NBA team's games always attract countless TV viewers. Every year during the off-season of the NBA, James and Curry will come to China for various business activities to party with the fans. Of course, they will go to the training camp to guide those Chinese young players how to play basketball.

2008 Beijing summer Olympic:

The 2008 Beijing Olympic Games is a national event in China. The whole Chinese people are looking forward to the Beijing Olympic Games. The first basketball game of the Beijing Olympic Games was the Chinese national men's basketball vs the American National Men's basketball team, which attracted hundreds of millions of attention at that time, and the game also remained in people's hearts. Then President Hu Jintao, former US President Bush and celebrities from all walks of life have now watched the game.

2019 FIBA Basketball World Cup:

The 2019 China Basketball World Cup is the first time China has hosted the basketball world cup. In the view of FIBA Secretary General Bowman, if considering the popularity of basketball, it is well deserved to host this event by China. With China's strength, 2019 will be the best time for basketball to rise to another height. In this process, he believes that with the development of the world sports industry, the 2019 basketball world cup will set a new high in the cooperation between brands and world sports events.

The value of the men's basketball world cup is not only because it is a 16 day event, but also because it is a journey lasting more than a thousand days. During the 2019 World Cup, we will hold many basketball events of different sizes, including large and grass-roots events. Of course, there will be some coach lectures, seminars and other activities. The influence of men's Basketball World Cup on China is huge, driving the influence of basketball in China.

(Sina,2021)

2.2 Professional basketball club

Professional basketball club is a special sports enterprise that manages basketball training and competition, develops training competition and its ancillary products, and pursues profit maximization. It not only has the generality of general modern enterprises, but also has the characteristics of professional sports. Professional basketball clubs are mainly composed of managers and sports teams. The performance of athletes in the competition is directly related to the popularity and income of enterprises, and enterprises can also rely on the platform of professional sports to obtain the direct income of sports events. In a word, the competition between professional sports clubs is essentially the competition between professional sports competitive level and enterprise management. If the club wants to improve the competitive level of the sports team, the primary task is to give top priority to all management work and provide a benign operating environment for the club.

The reasons for many problems in China's professional sports are unscientific management, non-standard management and problems in management(Influencing factors and research Chinese professional basketball model,2005,p 13)

Professional basketball club as a high growth enterprise, in the process of its development, the club must continuously obtain capital injection and maintain a virtuous cycle of economy in order to survive and develop. However, due to the constraints of internal and external factors, there are many problems in China's professional sports clubs (Operation and management of sports clubs, 2009, p 30-50)

(The development trend of world basketball competitive sports in the 21st century - the current situation and development of Chinese basketball,2001,p 78) explained that the organization of Chinese professional basketball clubs is imperfect, the operation is unstable and the management is unscientific. The development is not good. There is no real professionalization.

2.3 Management of professional sports clubs.

The earliest sports clubs came into being in England from the 17th to 18th century, and the golf club that appeared in England in 1608 is one of them. Now many international professional sports clubs exist in the world. In some countries, students from primary school,

junior middle school, senior high school and university participate in training in amateur sports clubs. Until they became the most famous athletes in the country and even in the world.

There are three kinds of sports clubs in the Soviet Union: one is the trade union sports club, one is the armed forces sports club, and the other is the military volunteer sports club. These sports clubs compete in different organizations. After the founding of the people's Republic of China in 1949, many sports clubs also appeared. National defense sports clubs were established in some big cities to carry out shooting and basketball.

The management of professional sports clubs is introduced through the concept, origin, significance, operation and management of sports clubs. Recognize the function of sports clubs. Master the management mode of sports clubs. Learn the management mode of sports clubs and strengthen practice (Operation and management of sports clubs ,2009,p.56-60)

2.2.1 Background of NBA

The American Professional Basketball League (NBA), a men's Professional Basketball League composed of 30 professional teams in North America, is one of the four major professional sports leagues in the United States. It was established in New York on June 6, 1946. The NBA League is a game founded by the National Basketball Association (NBA) of the United States. Its intensity and level of competition are widely regarded as the highest in the world.

In 1896, the National Basketball League (NBL), the first basketball organization in the United States, was established, but at that time, the basketball rules were not perfect and the organization was not perfect. Often a player could represent several teams in a season. After several seasons, the organization disappeared.

NBA is one of the most influential professional sports leagues in the world, with 30 teams. More than 60 million American families can watch NBA TV, which is also one of the most popular sports leagues on social media. The social media platforms of leagues, teams and players have more than 600 million followers and fans.

2.3.2 Background of CBA

The Chinese Basketball Association was established in Beijing in June 1956. The English name is "Chinese Basketball Association" and the abbreviation is "CBA" China Basketball Association is a national mass sports organization with independent legal personality. It is a national and non-profit joint organization composed of basketball associations of all provinces, autonomous regions and municipalities directly under the central government, basketball associations of all industries and corresponding sports organizations of the people's Liberation Army. It is a group member of the all China Sports Federation, It is an Olympic project organization recognized by the Chinese Olympic Committee and the only legal organization to represent China in the International Basketball Federation and the Asian Basketball Federation.

On December 20, 1994, Yang Boyong, vice chairman of China Basketball Association, announced that the CBA League in 1995 would implement a new competition system of home and away games and cross year. When the CBA League was founded in 1995, 12 teams participated. The League was officially renamed the Chinese men's basketball professional league in 2005. There are 20 CBA teams in total.

At the beginning of the 2004-2005 season, the Chinese Basketball Association began to learn from the East and west of the NBA. The 14 teams were divided into North and south for competition. In 2005-2006, CBA began to establish League standards, mainly including a registered capital of 20 million yuan, a gymnasium with more than 4000 people and a deposit of 5 million yuan. This season is the first professional season(CBA,official website ,2021)

2.4 Guangdong South China Tiger Basketball Club

The club has a clear organization(Figure 4) and a nice logo(Figure 5).



Figure 4. Club Organization (GDSC Official Website, Sep, 2021)

Club name: Guangdong South China tiger Club

Team owner: Hai Tao Chen

General manager: Fang Yu Zhu

Head coach: Feng Du

Captain: Peng Zhou

Gymnasium: Dongguan Basketball Center

Establishment time: 1993

Time of joining CBA: 1995

City: Dongguan

Club members: 1000



Figure 5. Club official logo (GDSC, Official Website, Sep, 2021)

History of Guangdong South China Tiger Club:

On December 28, 1993, GDSC, the first private basketball club in China, was registered and established in China Basketball Association.

Founded by Guangdong Hongyuan Group Company, the club has been developing and growing for more than 20 years, and has gradually formed a relatively perfect training and young athlete training system, which has continuously strengthened the strength of the team and won a CBA League Championship so far.

GDSC has trained Yi Jianlian, Zhu Fangyu, Wang Shipeng, Du Feng, Chen Jianguhua and other key players of China's national men's basketball team.

Honor to Guangdong South china Tiger Club:

As of the 2020-21 season, it has won the CBA Championship for 11 times (2004, 2005, 2006, 2008, 2009, 2010, 2011, 2013, 2019, 2020 and 2021), and is the CBA team that has won the championship the most times. On August 15, 2020, in the CBA finals of 2019-2020 season, GDSC beat Liaoning Benxi Iron and steel team 123-115 (2-1) to defend the title and won the 10th championship in team history. On May 1, 2021, in the CBA finals of 2020-2021 season, GDSC defeated Liaoning Benxi Iron and steel team 110-103 and won the 11th championship in team history. (GDSC,official website,2021)

Gymnasium:

The gymnasium of basketball game is the stage and the center of athletes' "performance"

At present, only a few of the cba20 teams have their own stadiums. There are more Gymnasiums in the form of rent.

Dongguan basketball center is located at the intersection of Eastern Expressway and Songshanhu Avenue. It covers an area of about 267000 square meters, a construction area of about 60000 square meters, and an estimated investment of 638 million yuan. It can accommodate 16000 spectators and provide 1747 parking spaces. It was put into use in 2014.

The stadium has 16108 seats and VIP and VVIP auditorium, which can allow 10000 fans to watch basketball matches at the same time. The center focuses on basketball activities and can meet the requirements of international and domestic top basketball competitions and NBA competitions.

Training gym:

The training gym of GDSC is 10 minutes' drive from the gymnasium. There are six standard basketball courts, gyms, natatoriums, physiotherapy rooms, cinemas, restaurants and medical rooms, which are built by the club to ensure the high standard of the team.

3. Methods

The main purpose of this thesis is to study the development and management model of GDSC, because Guangdong South China tiger club is the representative of China's professional basketball club, and the research will bring help to the development of China's professional basketball club. The main research methods used in this thesis are research methods comparative method、 survey methods、 Interview method.

3.1 Object

Guangdong South China Tiger Club

3.2 Literature research

Literature research method refers to the method of collecting data by consulting literature according to a certain research purpose or topic, so as to comprehensively and correctly understand and master the problems to be studied.

3.3 Comparative method

The comparative analysis method is to compare the operation mode and management mode of other professional sports clubs in the world and GDSC. You can see the advantages and

disadvantages clearly. It can also better analyze the operation and management mode of GDSCr.

There are differences between CBA and NBA club management system in club career causes, organization management, capital sources, reserve talents, transfer system and contract system...

Although CBA League was established in 1995, after more than 20 years of development, the development of CBA League in China is still in the primary stage, and the management mechanism and operation mode of CBA club are not mature

3.4 Survey method

The Survey method is to let the fans choose to vote by issuing a questionnaire. It objectively reflects the problems, advantages and disadvantages of the development of GDSC It is of great significance to let fans evaluate Guangdong South China tiger basketball club for analyzing the development and management mode of Guangdong South China tiger basketball club.

3.5 Interview method

The interview method is to interview the managers of GDSC through telephone interview and online interview mode, so as to better analyze the development mode of the club.

4 Results

4.1 Analysis of club management system

Causes of Professionalization:

After the Second World War, the American economy developed rapidly. Professional baseball, ice hockey and other leagues in the United States are in full swing, but this can not meet the needs of domestic people for sports. Therefore, some consortia aimed at this business opportunity in the basketball field, invested in large cities to establish professional basketball teams and baa Basketball Association. After many developments, they finally became NBA. After years of development, NBA has established a complete set of scientific and systematic operation system in club management, market development, competition mechanism and legal guarantee.

After the founding of new China, the development of professional sports in China is slow. With the rapid development of China's economy and the improvement of people's living standards, professional sports have developed rapidly. In 1994, the Chinese Basketball Association organized a home and away Basketball League through consultation with the international management group, which was named CBA League. Subsequently, after the intense planning of China Basketball Association and international management group (IMG), a national men's basketball league with professional characteristics was officially introduced in 1995. The international management group bought out the management right of CBA Basketball League, and the international management group carried out comprehensive market operation

Organization management:

The American professional basketball club is a general manager and head coach responsibility system under the leadership of the board of directors. In order to obtain the maximum benefits, the club has established many management departments serving the club according to the market demand. Each department has an independent person in charge, performs its own duties, is independent and connected with each other, so as to ensure the club to obtain the maximum profit. The club's voice is completely in the hands of investors,

The most important thing in the operation of professional sports is to make profits. It also reflects the culture, economy and resources of a region. for GDSC, after decades of development, it has found a suitable business way. Now analyze NBA and Juventus professional clubs with GDSC.In-depth analysis of Guangdong South China Tigers basketball Club.

4.1.1 NBA teams and Juventus

NBA is one of the most successful business leagues in the world and one of the top professional sports leagues in the world. The development of NBA in the first 30 years has been step by step. The real achievement of worldwide status began when David Stern joined the NBA in 1984 and became its fourth president.

Nowadays, almost all the rules and regulations, operation concepts, business means, marketing and internationalization processes of NBA are created by stern himself or mainly participated in by him. Stern is the founder and founder of the current NBA kingdom. Without stern, there would be no NBA today.

The NBA knows that in addition to maintaining the influence and good level of the market, it should also have its own culture and create its own highlights. The use of television, network and other means to spread the NBA culture all over the world. Build a business empire belonging to the NBA and a brand belonging to the NBA.

NBA operators are well aware of the influence of culture on the market and should build their own culture. NBA is not only a game, but also an entertainment organization. We can see from the organizations under the NBA that the NBA has its own brand and personality. Humanistic care and team spirit, through a series of public relations means, give full play to the spirit of basketball.(Comparison between NBA and CBA Professional Basketball Clubs,2000, p.30-35)

For GDSC, the NBA League has many directions worth learning. It's not just basketball, it's more business value and sports market.

In addition to the NBA, Europe is the birthplace of football.

As the top club in Italy,Juventus have always been the first choice of various sponsors. At that time, Juventus still tried every means to maximize their profits.

Until the signing of a huge five-year contract of 130 million with Tamoil oil in 2005, the advertising of Juventus' jerseys was always sold separately: it was a sponsor advertisement when playing the Serie A League, and it cooperated with another sponsor when playing other events such as the European Champions League or the Italian Cup. Selling two jerseys is a marketing method of squeezing oil from a stone.

Moreover, Juventus is also the first European club to classify sponsors. They divide many sponsors into several levels, such as official sponsorship, equipment provision, main sponsor, sponsoring enterprise and partner. Different levels enjoy different rights and interests. This finely differentiated sponsor level model has brought huge financial resources to Juventus, Enough to enable Juventus to face various financial situations very calmly for a long time.

Juventus has always been regarded as the representative of Italian football. Two thirds of the club's "Top 12 stars for the 120th anniversary" selected by La Gazzetta dello Sport in 2017 are local players. In the final of the World Cup won by the Italian national team in 2006, all the five Juve players selected in the player list played.

Since 2015, Juventus have invested heavily in every summer transfer window. Dibaba of 32 million euros, Higuain of 90 million euros, Ronaldo of 100 million euros and dericht of 75 million euros. Together with several other high paid free agents, Juve completed the construction of an international team at the end of the second decade of the 21st century

On the commercial level, in 2002, Juventus bought the Del Alpi stadium, which originally belonged to the Turin municipal government - before that, no Italian public stadium had been bought by a private institution. In September 2011, the reconstructed and renamed Juventus stadium was officially put into use. In the summer of 2017, Juventus reached cooperation with Allianz, the largest insurance group in Europe. They continued to operate the stadium independently. The naming right of the stadium belonged to Allianz Group and was renamed Allianz stadium again. The two sides officially renewed the contract, with a total contract value of more than 100 million euros by 2030.

In the North American market where football is not popular, Juventus also skillfully made a fire in the form of cross-border marketing. In November 2018, they cooperated with the Brooklyn basketball network, which has the same main colors of black and white jersey in the NBA, to hold the "Juventus night" activity and successfully made a circle in the United States. This is also regarded as a cross-border model between European football giants and North

American professional leagues. Even Arsenal, Liverpool and other teams controlled by the American boss rarely had similar linkage before.

Not only that, they are also actively expanding cooperation in other regions and categories. In the list of partners on the official website of Juventus, we find that brands from East Asia have begun to be closely associated with the "Bianconeri" in recent years. Including two game manufacturers Cygames and Konami from Japan; Three partners from different fields in China, Baisui mountain, Linglong tire and Wanfang family office.

According to statistics, since the start of the 2020 / 2021 season, Juventus has signed nine new sponsors. It is not easy to achieve this result under the epidemic situation, which also confirms the phased success of the international business route in recent years.

Open the official website of Juventus, you can have an intuitive understanding of "elegance". If not for the concentrated appearance of many football elements, the UI of the website is indeed more like the feeling brought by a high-end consumer brand, especially the text font with great sense of design - this font called "Juventus fans" is customized by the club to upgrade the brand.

Opening up the situation with design, Juventus chose a very Italian start on the road to becoming a lifestyle brand.

It is worth mentioning that among all the employees in Juventus' office in Hong Kong, only one is Italian, and the others are "local natives" who are proficient in the Chinese and Asian markets. Federico Palomba, managing director of Juventus Asia Pacific, told lazy bear Sports: "Juventus' future business ambition is to establish contact with global users through its own products, services and contents. China is one of Juventus' most important markets. Chinese colleagues can help us understand the local market better and narrow the distance between us and local fans and partners. Not only Juventus, but Chinese people are now full of enthusiasm for football, They hope to become a football power in the future. "

Now, Juventus has won the ninth consecutive title in Serie A. In addition to the stable performance at the competitive level, its idea of commercial development is indeed very enlightening for many sports institutions.

For example, if you understand the transaction of signing euro 100 million into Ronaldo in 2018 from the commercial perspective of brand marketing publicity, you will not join the recent discussion on whether it is worth buying Ronaldo, because the result is so obvious

(Bear Sports 2021)

Through the analysis, we can see that different teams and leagues develop and operate according to their own characteristics. Therefore, GDSC also needs to find a suitable development route. The business model of GDSC looks very good in CBA. Have their own sponsors, have their own live TV and ticket sales, and their own peripheral products.

However, it has no outstanding advantages and lags behind in TV broadcasting and marketing. For GDSC, although it has won many championships, it has many advantages. We can also take advantage of the successful experience of other professional clubs and our own advantages and characteristics to take a further step in management.

4.1.2 Management analysis of Guangdong South China tiger Club

Ticket:

For professional clubs in China, basketball and football are the same. Tickets are a major source of income. For clubs, tickets are the main revenue.

GDSC uses both on-site and online ticketing. Telephone ticketing is already available, as is the ticket window next to the stadium. But these are not enough to satisfy the audience. The club is also aware of this problem. After that, APP ticketing, WeChat public ticketing and public number ticketing were opened.

Sponsor:

Sponsors are also the main source of income for the club. For Dongguan, it is close to Guangzhou and Shenzhen, two developed cities in China. There is a big market. The team has star players such as Yi Jianlian.

The main sponsor of the team is Dayi tea. The two sides signed a three-year contract of 100 million yuan. Dayi tea is Yunnan Dayi Tea Group Co., Ltd. and a leader in China's tea industry.

Team merchandise:

GDSC also attaches great importance to product development. For example, European League and NBA fans like to collect souvenirs from the home team. GDSC also has its own set of models to operate team souvenirs and peripheral products.

The general manager of the team visited the United States and bought a set of team products in the NBA store. As a learning object. GDSC now has its own clothing, basketball, key chain and player doll.

These are the points for the club to establish brand benefits. Fans wear these peripheral products to show their support for the club. The club expands its influence through mascots and souvenirs. (Team victory - Enlightenment from GDSC,2014,p.56)

4.2 Successful experience of Guangdong South China tiger Club

Questionnaire:

The questionnaire was distributed on the official account of WeChat. Because CBA did not open the main and guest venues during the epidemic, I used the form of online investigation. Satisfaction with club management, team managers, fans and overall satisfaction.

survey results

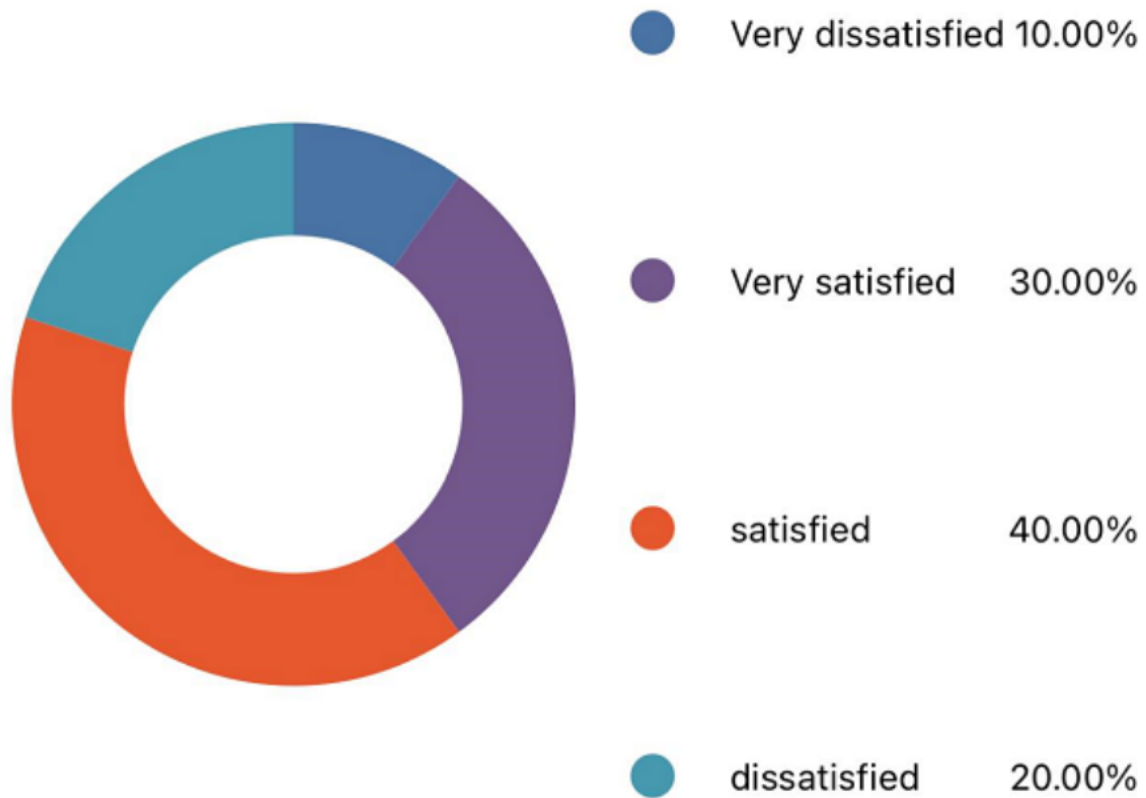


Figure 6. Fan satisfaction survey on GDSC (Survey, Sep, 2021)

Questionnaire distribution and recovery

A total of 300 people took part in this survey. 100% participation rate (Figure 6). It can be seen that the recognition of Guangdong South China Tiger Basketball Club is still high. It also agrees with the management and social impact of the club.

4.2.1 Talent training system

The quality and quantity of sports reserve talent market is the premise for the development and sustainable performance of the team. GDSC attached importance to training young players from the beginning.

In 1997, he built a joint training team with Guangdong physical education school.

A large number of excellent athletes have been trained to lay the foundation for the champion. The key to the talent training system of GDSC

NO; 1 pay attention to talents. In the era of underdeveloped network, the coach system of Guangdong South China tiger is very large. Coaches are looking for talented teenagers all over the country.

NO; 2 as long as sufficient funds enter the youth team of Guangdong South China tiger, they can get a salary of 3000 yuan per month.

In the era of lack of sports talents, the draft mechanism of CBA has not been established. GDSC Guangdong South China tiger has established a youth player training system for a long time and attaches importance to the training of young players, so as to lay a foundation for the next champion and accumulation. It is also the key to the long-term prosperity of GDSC(Figure 7).

Name of CBA Club	Established Time	Established Time of second-front team
Guangdong South China Tiger	1995	1996
Beijing ducks Basketball Club	1997	1999
Liaoning Flying Leopards Basketball	1997	1999
Shaanxi Basketball Club	1998	2002

Figure 7. CBA Basketball club Establishment Time (CBA official website, Sep, 2021)

4.2.2 Good humanistic care and welfare treatment

Good welfare and humanistic care are the key to attract and stay in excellent players and coaches. GDSC has done a good job.

Pay attention to players' injuries. Sports injuries are inevitable. If players' injuries can not be treated in time, it will affect players' career and sense of belonging to the team. GDSC player was injured and can receive the best treatment. In addition to the club's treatment, the players will also be sent to the United States and Hong Kong for surgery.

The club is also a very united and friendly team. Not every player can reach the height of Zhu Fangyu and Yi Jianlian, but Zhu Fangyu treated the rest of the team very well. During the Chinese New Year holiday, he gave red envelopes to each player on behalf of the club and wrote unique blessings.

Birthday is the tradition of the team. Whether on the road or at home, everyone of the team will help the team members celebrate their birthday after training. Especially when the players' birthdays are coming up(Figure 8). This has become a tradition(Figure 9).

Player	Age	Birthday
Jianlian Yi	34	27-10-1987
Zhou Peng	32	11-10-1989
Zhao Rui	25	14-1-1996
Mingxuan Hu	23	10-3-1998
Xu Jie	21	16-1-2001
Junfei Ren	31	4-2-1990
Su Wei	32	28-7-1989
Fanri Zeng	25	26-1-1996
Runwang Du	22	20-8-1999
Xingkai Wwang	26	25-1-1996
Clarence Weems	35	7-8-1986

Figure 8. GDSC player information (GDSC Official website ,Sep,2021)



Figure 9. Players on their birthdays (GDSC Official website, Sep,2021)

4.2.3 Market in line with operation management

As the first professional club in China, GDSC has established a perfect management system for its sports and marketization. It continues to invest in the team, looking for team sponsors, advertisers, ticket income and TV broadcasting fees. It has made good profits. It provides a good example for Chinese professional basketball.

4.2.4 Provide basic life support

Although players come all over the country, as long as they enter the club, the club will help solve the problem of ID card. Most of the players have a house in Dongguan with the help of the club. And as long as the family wants to come, the club will arrange work for the family. Players' wages and bonuses are proportional to playing time. After players retire from the club, they can also get a job in Dongguan.

4.2.5 Strong tactical style and player execution

The tradition of GDSC is that the tactical execution is very strong, and the coaching ability of coaches is also very perfect. The execution of players is the guarantee of the club's performance. The perfect tactical execution of players to coaches has been inherited by the club. GDSC has always been a fast, flexible and fierce tactical style. The tough defensive attitude is also the style inherited by the club.

Like the three-point shooter represented by Captain Zhou Peng and Du Runwang, counter attack experts Xu Jie and Zhao Rui. Defender Yi Jianlian. There are many attack points. The tactical concept and tradition inherited by the club have kept the GDSC as a strong team. Make the club's defense stronger and stronger.

4.2.6 Excellent coaching team.

The coach is the commander of a team. GDSC coach is excellent. We can see that they all have excellent academic background and national team coaching experience(Figure 10). GDSC athletes can not get good training and guidance without excellent coaches. This is a very important point. The reason why GDSC team won the championship was the cooperation of team members and coaches.

This is the guarantee of the club's performance. The coach is allowed to study advanced basketball tactics in the United States during the off-season every year. Make the coaching team more professional and international. Recruiting better coaches is also a way.

Head coach	Coaching experience	Educational background
Yongjun Zhang	1997-2001 head coach of Guangdong South China tiger	Bachelor degree
Chunjiang Li	2001-2013 head coach of Guangdong South China tiger 1996-2001 assistant coach of Guangdong South China tiger	Bachelor degree
Li Qun	2006-2007 head coach of Guangdong South China tiger 2001-2006 assistant coach of Guangdong South China tiger	Bachelor degree
Jonas Kazlauskas	2013-2018 head coach of Guangdong South China tiger Head coach of China national team in 2008 Head coach of Lithuania national team in 2012	Bachelor degree
Du Feng	2013-2021 head coach of Guangdong South China tiger 2018-2021 head coach of China National Team	Bachelor degree

Figure 10. Research the best coaches in the club's history (Phone interview ,Sep, 2021)

4.2.7 Fan organization support

It can be said that there is no sports market without fans. Fans are the "customers" of clubs and players. There are still many fans of Guangdong South China tiger club, Let fans participate in the club's Carnival and participate in public welfare activities with their favorite stars. Let the fans really integrate into the big family of the club. The club set up a special department responsible for fans.

Try to satisfy the fans and shorten the distance between the players and the fans. This is very important for the branding of the club.

As the champion, Guangdong Hongyuan has a broad group of fans. We can see that there are fans of every age(Figure 11). They all love basketball and the club. It is precisely because of the support of fans that Guangdong South China tiger has the foundation of success. It can be said that fans are also a major factor in the success of the club.

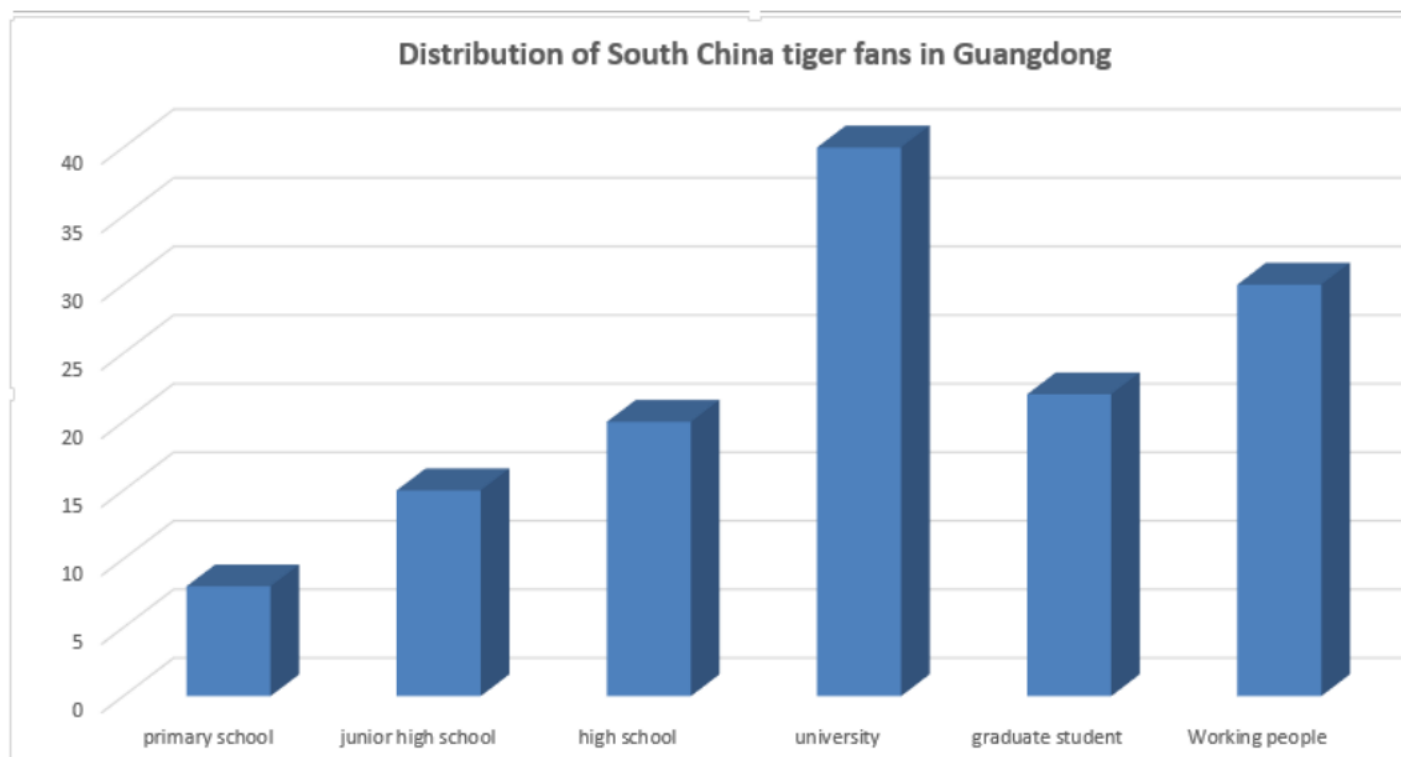


Figure 11. Fan distribution data (WeChat public survey, Sep, 2021)

5 Conclusions

5.1 Existing problems

Guangdong South China Tiger is an excellent club in CBA league with operation management, achievement and championship. It is worthy of study and reference for many professional sports clubs in China. However, there are some shortcomings and areas for improvement. Let's analyze them here.

5.1.1 Imperfect medical system

Although the club has a very good medical system with cooperative medical sites in Hong Kong and abroad, there is no scientific rehabilitation process or nutritional system.

5.1.2 Management mode problem

In terms of marketing, it is relatively single and has not formed diversified operation. For example, live TV and tickets. many resources are not utilized.

5.2 Improvement strategy

5.2.1 Strengthening the medical system

The club's medical system is top in the CBA, but it can also strengthen cooperation with local hospitals, Guangzhou and Shenzhen hospitals. Establish a rehabilitation center to provide strong help for player rehabilitation. Let the players get strong protection. The club can buy some medical equipment and some advanced rehab machines.

5.2.2 Management business model

Like the sports and business model of the NBA team, like the strategic model of Juventus. Each club develops according to its own conditions and resources. The geographical location of Guangdong South China tiger is very good.

There are a lot of fans. These are resources that can be used. developing products, strengthening ticket management, telephone ticket sales, online ticket sales and increasing ticket revenue are the management methods of the club. Strengthen broadcasting cooperation with local TV stations. Slowly develop the development model of Guangdong South China tiger.

5.3 Further Development

The development model of GDSC basketball club has a good guiding role for Chinese professional sports clubs, and you can learn a lot of operation and management models. Combined with their own situation to develop and manage.

GDSC is like the Spurs in the CBA League. Since 1993, Guangdong Hongyuan Group Company established a club to become a professional basketball team, it has basically maintained a high level in China's Professional Basketball League, including 9 CBA champions. Up to now, the Guangdong men's basketball team has gone through 28 years of ups and downs. Can the Guangdong men's basketball team maintain this glory in the next five years with the retirement of Yi Jianlian and other older generation athletes? That GDSC now has a large number of young potential players, professional and complete youth training system, first-class club management, good coaches and foreign aid allocation. In the next five years or even longer, GDSC will still be a first-class strong team and evergreen tree in the League.

1: The perfect young player training system is the premise for GDSC to maintain the championship team. Talents are guaranteed in the training system. Constantly talented young players appear on the pitch to bring vitality and competitiveness to the team. This is the result of the club's successful talent training system.

2: As the first profitable professional basketball club in China, GDSC has its own strategic objectives and business model. In the past 20 years with CBA, Guangdong South China tiger has made continuous innovation and development. Constantly improve their own system. Keep pace with the times. It has brought a lot of excellent experience and models to Chinese professional basketball clubs in many fields. Created the development model of China's professional basketball club

3: A strong coach team is also the condition for GDSC to maintain its competitiveness. The coaches of GDSC are internationally and influential coaches in China. I have the experience of the national team and trained a lot of great players. Provide guarantee for the success of Guangdong South China tiger.

4: GDSC players have life and medical coverage to get the best help and make players feel at home in the club. Better representation and integration into the team.

6 Discussion and Suggestions

1. Formulate a more detailed responsibility system, analyze all the work involved in the operation of the club, formulate the direct person in charge of each work, and subdivide each work link as much as possible

2. The club should continue to pay attention to the fans. A certain number of spectators are the basis for the survival of the club and even the whole league. Strengthen the affinity of the audience and improve the ticket income of the club.

3. Pay attention to improving the scientificity of training, strengthen physical training and, constantly develop and expand the fan organization, and effectively ensure athlete fatigue monitoring, and try to avoid long-term injury problems for elite athletes.

4. Broaden the ways of talent selection. Although the reserve talent training mode of Guangdong Hongyuan basketball club is relatively advanced, it should not be limited to the mode of independent training. We can try the combination of independent training and direct selection and introduction of excellent players from ordinary universities

7 Evaluation of the study

This interview with club managers and fans whose experiences can accurately reflect the current situation and development of the Guangdong South China Tiger Basketball Club.

The literature review resource comes from major authoritative publishing houses and news media in China. The data it provides is authoritative and reliable. All the resources are standardized and have high reliability.

The study mentions that the management of professional basketball clubs in China is not perfect, and the development of unscientific management and management is not standardized is the main problem. Compared to NBA teams and Juventus, there is no real professionalism. Guangdong South China Tiger, as the representative of Chinese professional basketball clubs, has a lot of things that other Chinese professional basketball clubs can learn from. The study has a lot of learning implications for Chinese professional basketball clubs.

In the process of this thesis, I have a clearer understanding of professional sports, a deeper understanding of professional sports basketball clubs, and now a comprehensive understanding of the development of basketball in China.

During the research process, I learned about professional sports clubs and the club management model of Guangdong South China Tigers.

Through the research of "Guangdong South China Tiger Basketball Club", I have a clear understanding of professional clubs and sports industry, and have a deeper understanding of professional basketball clubs in China.

List of references

Baidu. 2021 .GDSC

URL:

<https://baike.baidu.com/item/%E5%B9%BF%E4%B8%9C%E4%B8%9C%E8%8E%9E%E5%A4%A7%E7%9B%8A%E9%98%9F/54074722?fromtitle=%E5%B9%BF%E4%B8%9C%E5%AE%8F%E8%BF%9C&fromid=159413&fr=aladdin>

Accessed: 28 August 2021.

Bear sport. 2021 .Juventus club management.

URL:

<http://www.lanxionsports.com/posts/view/id/20889.html>

Accessed: 28 Oct 2021.

CBA. 2021 .official website

URL:

<https://www.cba.net.cn/>

Accessed: 30 JUYL 2021.

GDSC. 2021. official website

URL:

<http://www.winnerway.com/>

Accessed: 30 Sep 2021.

Liu.P.J. Operation and management of sports clubs, 2009 Beijing University of Aeronautics and Astronautics Press .Beijing

Sina new .2021 .2019 Basketball World Cup

URL:

<http://sports.sina.com.cn/2019worldcup/index.shtml>

Accessed: 30 August 2021.

Sun.M.Z .The development trend of world basketball competitive sports in the 21st century - the current situation and development of Chinese basketball.2001. 北京体育大学出版社
Beijing

Sohu News. 2021. Position of players on the basketball court

URL:

https://www.sohu.com/a/157383233_556566

Accessed: 7 August 2021.

Wikipedia.2021a. Basketball

URL:

<https://ws.wiki.gaogevip.com/wiki/%E7%AF%AE%E7%90%83>

Accessed: 20 August 2021.

Wikipedia.2021b. basketball court

URL:

https://ws.wiki.gaogevip.com/baike-%E7%B1%83%E7%90%83%E5%A0%B4?wprov=srpw1_0

Accessed: 30 August 2021.

Wang.w .Influencing factors and research Chinese professional basketball model.2005 太原理工出版社. Taiyuan

Yang.S. Comparison between NBA and CBA Professional Basketball Clubs Harbin Institute of Physical Education Harbin Institute Of Physical Education.2013 上海人民出版社 .Shanghai

Zeng.X.S Team victory - Enlightenment from Guangdong South China tiger Club.2014 广东体育学院出版社.Guangzhou

Zhihu.2021 .Yaomin

URL:

<https://www.zhihu.com/question/28027881>

Accessed: 30 Sep 2021.