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**Future Reform of Chinese Elite Sport Management System----Perspective of
Sport Events**

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FUTURE REFORM OF CHINESE ELITE SPORT MANAGEMENT
SYSTEM----PERSPECTIVE OF SPORT EVENTS

ABSTRACT

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The primary intention of this study is to present and evaluate the elite sport management system in China and to predict the trend of future reformation in Chinese elite sport management system. In addition, this study attempts to enhance the understanding to Chinese sport management system.

The literature review plays an important part in the study background of this research, and there are four kinds of theoretical method were used in the research and analysis of this study. The Delphi Method and Gordon Method are used for the group interview and the Creswell Model is a way to collect useful material from the method of literature review. In addition the scale used in sport event spectator questionnaire (N=104) is an application of Likert Scale. Additionally, the observation in China 11th National Games is a complementarity to the research methods.

The national executive-led sport system has played the most important role in China sport for more than fifty years, and the investment from public sector is a huge amount of money and it gets more and more critical comments from social consensus. However, the mass sport, commercialization and professionalization of elite sport remain in a low level compare to the development of competitive sport. The Chinese 'national character' and 'cultural icon' play significant roles in this centralized system.

Based on the results, it can be concluded that the structure of Chinese elite sport system is part of the national administrative system. It will remain stable till the implementation of political restructuring. As a part of China elite sport management system, National Games is difficult to reform since the internal and external social resistance. The social participation has already become an important element in sport management system and its influence will spread in the future. In addition, some of the potential threats such as the downturn of competitive sport have the possibility to block the reform of China elite sport management system and the process of reform will last considerable long time.

Key words: Elite Sport, Sport Management System, China, Centralized System, Reform

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I may start my career in Shanghai University of Sport as a student instructor after graduation. This is a remarkable turning point of my life. I do treasure this opportunity to start my career in an educational institute especially I finished my bachelor's study in this university. I want to express my deepest appreciation to my parents. I cannot have this two-year study experience in Finland and the opportunity to work in Shanghai University of Sport without your support. I indeed believe that I could apply the knowledge and experience from Finland to my future work.

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1 INTRODUCTION

China becomes more and more active not only in the field of economics but also in the field of elite sport worldwide. The centralized sport system in China gets both praise and debate after the triumph in 2008 Beijing Olympics. The Chinese centralized sport system is a great system from the result-oriented perspective, but the unbalanced development in China sport is a topic which needs more research and concern.

Sport events are one of the most typical elements in Chinese centralized sport system. It is the result and phenomenon of centralized system. The top level event within China is the National Games. It represents all the important elements in Chinese elite sport management system. After the process of interview and data analysis, some valuable research points and research results will be included in this thesis. In addition, some of the new form events such as All China Games have already appear in Chinese elite sport system.

The main research target is the structure and feature of Chinese centralized system, however, it is expected that the future reform will take place. This study tries to analyze the force and resistance of reform, and finally give an overall forecast of future reform in Chinese elite sport management system.

The interviews were taken with some officials and spectators in National Games and China National Volleyball League Match and extra quantitative data had collected from these events. The quantitative data illustrates the financial status and overall degree of satisfaction from spectator.

The primary intention of this study is to present and evaluate the elite sport management system in China. Synchronously, the basic prediction and trend of future reformation in Chinese elite sport management system can be illustrated after the data analysis from interview and questionnaire. In addition, this study tries to offer potential advices and

how to balance the 'elite sport' and 'sport for all' of China in the future.

The interviews and questionnaires in this study focus on the status quo in Chinese elite sport system and the statement and argument from interviewee. Despite this topic is considerable wide, this study tries to discuss from the perspective of sport events which could represent the feature of Chinese elite sport system. The reformation of elite sport management system may starts from the reformation in sport events in China. In other words, this study intend to discuss 'the relation between the changes in China sport events and its influences towards to the whole elite sport management system'.

In order to give valuable advices, the social elements also need to be involved in this study. For instance, the historical background and intercultural differentia should be considered as well. It can be defined that this study attempts to enhance the understanding to China sport management system as well.

Chinese elite sport management system is not an isolated icon. It has the typical feature of Chinese cultural and political status quo. As one of the biggest developing country over the world, China attracts more and more attention worldwide, sport is a special phenomenon of 'Chinese Feature'. The foreign researchers and experts may only notice the remarkable results in international stage competition, but these results are come from the underlying system and national administrative policy. The reason for choose this topic is partly because it is tries to enhance the intercultural understanding between China and western countries.

The inevitable trend in Chinese elite sport system is the government will quit from most of elite sport gradually, and build a homeostatic system for elite sport. But the controversial issue is how the government can quit reposefully. On other word, it's how the government can eliminate the negative influence and keeps the elite sport developing in the conversion period. The "government influence" exists for a long time, so it must be very cautious to make any changes. One of the intentions of this study is to

analyze the potential threats of future system reform, and to find the deep interrelated reason for these threats. In addition, some possible solutions will include in this study. These solutions try to find the balance between smooth reform and keeping internal relations stable.

Sport event is the breakthrough point of this study. The 11th China National Games and 4th All China Games are selected as examples to present the characteristic of Chinese centralized sport management system. It can be found from previous research that the reform of elite sport management system will start from the reform of sport events. Naturally this topic needs attention in this study, and this study also intent to find slight changes happen in recent years and to analyze the reform trend from these phenomenons.

The thesis consists of four different parts. The first part includes the purpose of this study and the theoretical background of research methods and the elite sport management system in China. The purpose of this study was shown at first which aims to define the following research questions. Since there are massive researches have done by other researchers in this field, it is significantly important to illustrate opinions and ideas from other researchers. The common ground and differentia between previous and this study will be seen in this thesis. This theoretical background was shown after the purpose of this study.

The second part of this thesis focuses on the research tasks and methodologies used in this study. The research task part tries to explain what will be researched in this study and the methodology part shows how this research and analysis are conducted.

The third part presents the result of this research. The first chapter in this part focuses on the status quo of Chinese elite sport management system and sport events in China. It is rather important to show the existed system and make the internal relation within this centralized system clear. Then I took two cases from the sport events in China. The

first is the 11th National Games in Shandong province 2009. The second event is the National Volleyball League Matches in Shanghai division. The influences from public and private sector were discussed in this part. The data for discussion is mainly from the public report from governmental report and my own experience in previous work and internship. Then the following part focuses on the social influence in this centralized sport management system. The existed system is a multi-influence result from the political factor, historical factor and cultural factor. These three elements were discussed in this part and some sociological results done by other researchers were used in part in order to explain the existed phenomenon.

The last and the most significant part of in results part focuses on the potential trend and threat of Chinese elite sport management system reformation. The interview and questionnaire was taken among the people within this system such as officials in sport administration, elite athletes and students in sport management subject. The data from interviews and questionnaires was analyzed in this part. Both qualitative and quantitative research methods were used in this part. Then some personal conclusions and suggestions are presented at the last chapter of this thesis.

In general, the status quo of Chinese elite sport management system and Chinese sport event will be presented in this study. In addition, logical forecast will be concluded based on the presented status quo. The internal intention of this study is to make some contribution to this field study and offer a bit more solution for future reform of Chinese sport system while the external intention is to enhance the understanding towards this system from the western perspective.

2 LITERATURE REVIEW IN CHINESE SPORT MANAGEMENT SYSTEM

The Chinese elite sport management system is a hot-spot for sport researchers nowadays especially after the 2008 Beijing Olympics. Most of the research has been done from following perspective: organizational structure, competitive sport (Olympic strategy), interrelation with macroneconomy , funds in elite sport management system. Quite a few of researches have critical comments, however these critical comments offer some meaningful direction for the research of this study.

The research done by Fan Hong in 1997 illustrated that a highly centralized organization, the Sport Ministry was, therefore, established to administer and supervise sports activities. Special administrative councils were also set up in local government at various levels, from county to province. Sports were totally controlled, financially and administratively, by local government and State. (Fan 1997, 343)

Figure 1. undermentioned clearly shows that the Chinese Sport Ministry operated directly under the leadership of the central government. The model of Chinese sport administrative system reflected the wider social system in China: both the Communist Party and state administrations were organized in a vast hierarchy with power flowing down from the top. (Fan, Ping and Huan 2005, 510-511)

From the overall structure of Chinese elite sport management system, it can be seen that the Chinese General Administration of Sport has the absolute control power on both competitive sport and sport training system. The bottom-up dendritic structure ensures the top level could control the low level by the administrative order. In addition, the China General Administration of Sport is one of the 18 departments directly under the state council. The character of China General Administration of Sport ensures the governmental resource can be used in the whole elite sport management system.

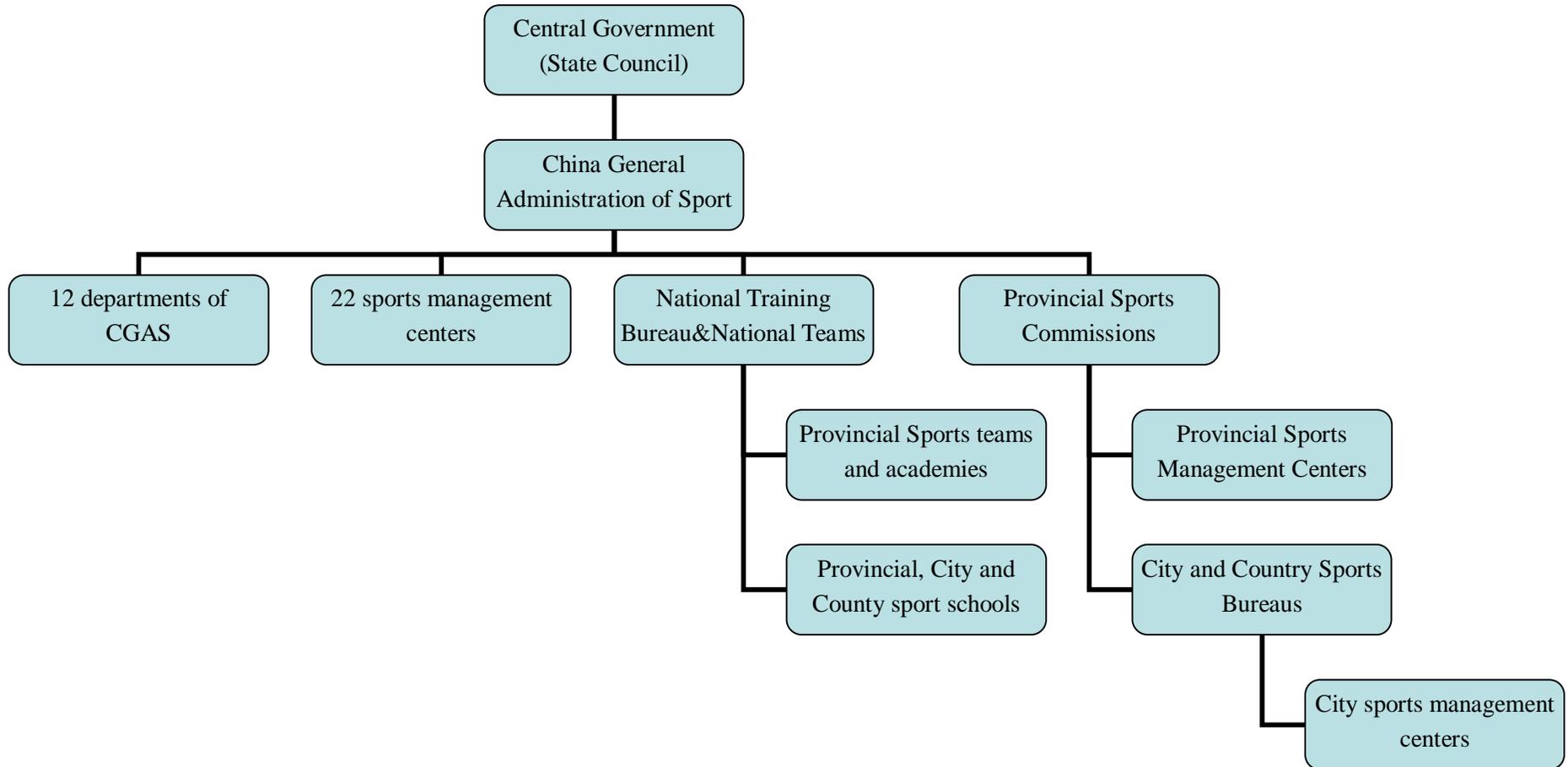


Figure 1. The Overall Structure of Chinese Elite Sport Management System .(Fan, Ping and Huan 2005, 515)

Another important element in Chinese elite sport system is the well structured Competitive Programmes with ongoing international exposure. In order to motivate provincial governments to support the Olympic strategy, the government refined, substantially, the country's competition structure.



Figure 2. The structure of Sport Events for Chinese elite sport system
(Tan and Green 2008, 325)

The figure 2. shows the country's competition structure. The key point of this graph is the position of National Games, which were the main driving force for achieving Olympic glory. The national games are always one year after the Olympics. And the national games strategy cooperates with the Olympic strategy in order to enhance the performance of Chinese elite athletes in international stage. (Tan, Green 2008, 324-325).

The sports system, in response, has undergone dramatic changes after the economic reformation from 1980s. The reformation of sport system shows the changes during that period. The Sports Equipment and Costume Department, the Sports Service Company, and the Sports Travel Agency perhaps have the most obvious commercial functions, which partly different from previous ideology. The National Olympic Centre is based at

the complex in Beijing used for the 1990 Asian Games and intended as the vehicle for an Olympic Games. The figure 3. and figure 4. undermentioned show the reformation of elite sport system in 1980s. (Fan 1997, 343-345)

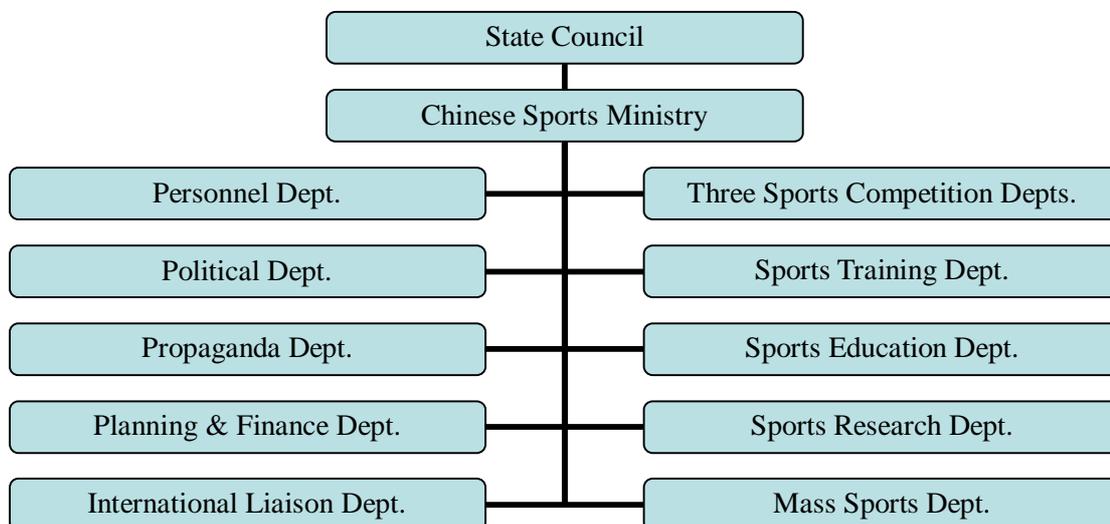


Figure 3. Pre-1980 Administration Structure of Chinese Sport (Fan 1997, 345)

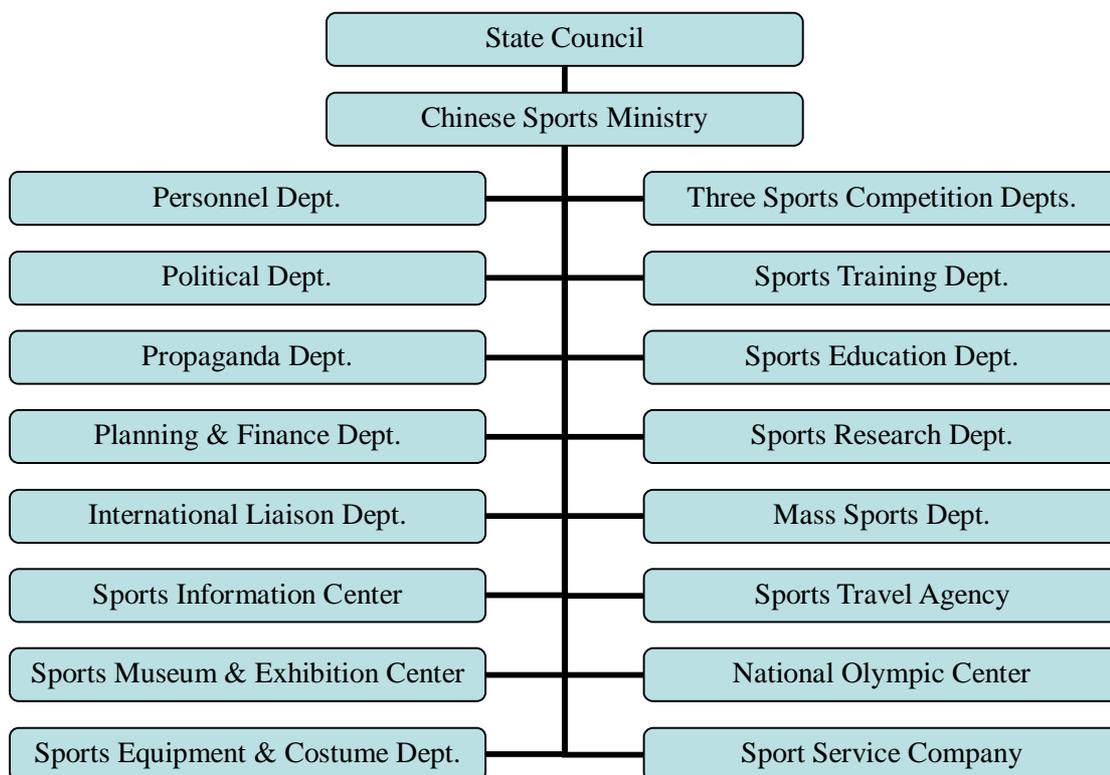


Figure 4. Post-1980 Administration Structure of Chinese Sport (Fan 1997, 345)

Yuan Weimin, the Sports Minister, officially defined the term in 2001 at the All State

Sports Ministers' Conference. He stated that the meaning of 'China Centralized Sport Management System' was that the central and local governments used their power to channel adequate financial and human resources available throughout the country to support elite sport in order to win glory for the nation. The distinguishing characteristics of Juguo tizhi include the face which its policy embodies China's political objects. And the administrative and management system is centralized; and that it functions only to improve the level of elite sport through a special selection and training system. (Fan, Ping and Huan 2005, 511-513)

The Olympic fever is the feature of Chinese elite sport system. To understand the obsession and ambition one would have to put the Olympic gold medal fever in the context of Chinese politics, history and economics.

The government's valuation of Olympic gold medals is based on political objectives. Sport has always been one of the most powerful weapons in the Chinese Communists' arsenal since the very beginning of PR China. In addition, the Chinese government uses sport as a window to show the world the new image of Communism in the new era—as an ideology to unite the Chinese people in a sporting patriotism as Marxist-Leninist and Maoist ideological beliefs begin to decay and as an opium to distract attention from severe social problems such as corruption and unemployment. (Fan, Ping and Huan 2005, 512-513)

'A winner is a king, a loser is nothing but a bandit' is an ancient Chinese saying still believed by most of Chinese people. The dominant concept for the Chinese is not 'fair play', but winning no matter at what cost. China has a tradition of enduring hardship, of sacrificing individuals' interests for the sake of the nation. (Fan, Ping and Huan 2005, 513)

Furthermore, China spent far more on the 2008 Olympiad than any previous host country. A retrospective assessment of the benefits of the 2008 Games to the Chinese

economy will not be possible for several years. (Leeds, Mirikitani, Tang 2009) This huge spending is both relate to sporting issue and political issue.

The political issue is relates to establishing the Brand 'China'. According to Jörn-Carsten Gottwald and Niall Duggan's research in 2008, the 2008 Olympic Games in Beijing are being seen as China's re-launching party as a global leader and world power, a status that China enjoyed throughout history but lost around the mid-1800s. The Olympics provide the ideal showcase for the Chinese government as well as the Chinese people to present China as a modern vibrant state that is on the cutting edge of technology, art, culture and sport.

However, there are many of articles have critical comments on the centralized system in China sport. In 1988 Zhao Yu's two sensational reports, *Dreaming to Be A Superpower (Qiang Guo Meng)* and *The Defeat in Seoul (Bing Bai Hancheng)*, revealed the dark insight of China's elite sport and criticized the 'whole-country support for the elite sport system'.

In September 2003, the Xinhua News Agency reported on the unemployment and poor living conditions of the majority of retired professional athletes in China. It pointed out critically that these tragedies were caused by the Olympic strategy implemented by the government at all levels in Chinese society. The elite sports system had not only damaged athletes' bodies but also reduced their opportunities for formal schooling. (Fan, Ping and Huan 2005, 514-516)

Despite all the criticism, the Chinese are not likely to give up the elite sports system, especially with the 2008 Beijing Olympic Games approaching. John MacAloon has stated that 'To be a nation, recognized by others and realistic to themselves, a people must march in the opening ceremony's procession. To march in those ceremonies, a people enter into communication and conformity with the requirements of universalizing Olympic organizations.'(MacAloon,1990). Victory in the Olympic

Games symbolizes, above all, the ascension of the Chinese nation to the rank of a world sports power.

In 1993, the then Minister of Sport Wu Shaozu, claimed that the Chinese sports system must reform without delay. He pointed out that the strategy of reform was to commercialize sport and to integrate sport into people's daily life. This included people paying for sports and exercise; privately sponsored sport; the fostering of a club system and promotion of the sports commercial market. (Fan 1997, 344-345)

The cult of patriotism has been part of a new Olympic strategy since 1990. Its aim has been for China to become a leading sports power by the end of the 20th century, Wu Shaozu, the sports minister from 1990 to 2000 once claimed: 'The highest goal of Chinese sport is success in the Olympic Games. We must concentrate our resources on it. To raise the flag at the Olympics is our major task'. (Fan and Mangan 2004, 55).

The future of the whole-country support system looks uncertain after the games. The central government will start again to 'push sport to the market' with determination. Secondly, local governments, especially the local administrations of sport, have suffered, and, will continue suffer, from the 'Olympic drainage', which is a unique system within the elite sport system. The provincial and local sport teams and commissions have the responsibility to nurture and train elite athletes for the national teams and reward them when they win medals. Therefore local sports authorities are constantly short of money for sport, for they have already spent most of their budget on training and have nothing left to pay the rewards, wages, pensions and other costs. (Fan, Ping and Huan 2005, 513-514)

3 RESEARCH DESIGN AND METHODOLOGICAL CHOICES

In this chapter the research methods used in this research and how this research will be presented. Firstly, the way of collecting data in this study are listed and explained, and the reasons for choose these methods are explained. And then, it will introduce the research and analysis methods used in this study. Furthermore, the different methods used in different chapters are demonstrated.

3.1 Research Design

The purpose of this study is to present and to evaluate the elite sport management system in China. And the basic prediction and trend of future reformation in Chinese elite sport management system will be illustrated. In order to achieve these research purpose, method of group interview, method of observation, method of questionnaire survey and method of literature are used in this study. The data in status quo chapter is collected mainly by using group interviews. Since the status quo data is not measurable and has strong individual attitude, the interview is the best way to get the ideas and opinions from the interviewee rather than the use of a questionnaire. In addition, some comments and expressions only can be noticed by this face to face method. In the chapter of status quo of sport events in China, observation, questionnaire survey and the method of literature are used respectively in the 11th National Games, National Volleyball League and All China Games. The reason for choosing observation in 11th National Games is this event is the highest level event in Chinese elite sport system.

The key person and organization are not easily contacted in the method of interview. But the observation in gymnasiums and stadiums and organizing committee could offer valuable outcomes. The reason for choose questionnaire survey in National Volleyball League is this league match is a semi-commercial-led sport event in China, the market element plays significant role in this event. The status and efficiency of marketing activities can be obtained by the questionnaire within club officials and spectators. The reason for choose the method of literature in All China Games is that this event is a new

form of sport event in China indeed. It represents the future of sport events reformation in China. The last All China Games is 4 years ago while the next event will be held in May, 2010, the time issue makes it difficult to obtain direct data from real event. So the method of literature was used in this event and most of literature is from official and authentic reports.

The design ideas of interview and questionnaire in this study are deserved to be mentioned here. The intention of interview is to get the macroscopically data and background of Chinese elite sport management system. According to the Delphi Method and Gordon Method, different groups of 'experts' are selected from governmental sector, (such as sport council) private sector (such as semi-commercial sport club) and educational sector (such as university). These experts have 2-10 years of experiences in Chinese elite sport management system, and some of them have worked in two or even three sectors in the field of sport. A round-form of interview was conducted according to Delphi Method, five experts received the topic and gave their opinion, then the opinions are collected and re-send to these experts, the final ideas comes out after some of experts modified their opinions in the second time. In addition, a group interview was conducted according to Gordon Method. five experts gathered together to discuss a broader topic 'the status quo of administrative system and administrative reformation'. After I got the main ideas from these experts, I narrowed the topic to sport-related issue, and then got massive valuable information from this group interview. Moreover, some topics were not be discussed in these two interviews. I took some individual interview with some experts in order to cover the research scale in this study.

The intention of questionnaire is to obtain the attitude towards marketing activities from the spectators of China Volleyball League match. The general information, specific questions about marketing activities such as sponsorship and television rights were asked in this questionnaire. The relation between the research tasks of this study, research theoretical background and intentions in the interview and questionnaire can be gathered on the next page (Table 1).

Table 1. Relations and Intentions within Research Design

Purpose of Study	Research Tasks	Theories used in research & Intentions	Interview	Questionnaire	Other Methods	
Presentation and evaluation of the elite sport management system in China	What is the basic prediction and trend of future reformation in Chinese elite sport management system?	Delphi Method	Status quo of elite sport system	√		
		Gordon Method	Status quo of elite sport system	√		
		Quantitative Analysis	Status quo of semi-commercial event		√	
		Creswell Model	Status quo of other sport events in China			√
		Creswell Model	Social factors in elite sport system	√		√
		Content analysis	Trend of future reformation	√		√
		Content analysis	Threat of future reformation	√		√

Other methods stand for observation and the method of literature

3.2 Theoretical Methods

There are four kinds of theoretical method were used in the research and analysis of this study. The Delphi Method and Gordon Method are used for the group interview and the Creswell Model is a way to collect useful material from the method of literature review. In addition the scale used in sport event spectator questionnaire is an application of Likert Scale.

Delphi Method and Gordon Method

The Delphi method is a systematic, interactive forecasting method which relies on a panel of experts. The experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts' forecasts from the previous round as well as the reasons they provided for their judgments. Thus, experts are encouraged to revise their earlier answers in light of the replies of other members of their panel. It is believed that during this process the range of the answers will decrease and the group will converge towards the "correct" answer. Finally, the process is stopped after a pre-defined stop criterion (e.g. number of rounds, achievement of consensus and stability of results) and the mean or median scores of the final rounds determine the results. (Rowe and Wright 1999). The Delphi technique as a forecasting tool: issues and analysis). Rowe and Wright also claimed that Delphi is based on the principle that forecasts from a structured group of experts are more accurate than those from unstructured groups or individuals.

The Gordon method is an application of Synectics. It is a problem solving method that stimulates thought processes of which the subject may be unaware. Gordon himself emphasized the importance of "metaphorical process" which is to make the familiar strange and the strange familiar. He expressed his central principle as: "Trust things that are alien, and alienate things that are trusted." This encourages, on the one hand, fundamental problem-analysis and, on the other hand, the alienation of the original problem through the creation of analogies. It is thus possible for new and surprising solutions to emerge. (Osborn A.F., *L'arte della creativity*, Milano, Franco Angeli, 1992,

ed. orig. del 1953)

Creswell Model

Mr. John W. Creswell has a model for the elements of literature review. He considers a literature review should include five parts: Prolusory, Theme1, Theme2, Theme3 and conclusion. The function of prolusory is to declare all the chapters in the literature review and it is a statement of chapter structure. The theme 1 should include the literature about the independent variable and the theme 2 should include the dependent variable. The whole literature review appears clear and orderly in this structure. The theme 3 includes the literature regarding to the relation between independent variable and dependent variable and this chapter should be short. The conclusion of literature review should emphasize the most important research and try to tell the reason for why we need more research on this topic. The literature review in the status quo of China sport events tried to apply the guidelines of Creswell Model and got satisfactory outcomes. (John W. Creswell. 2nd Edition, 2003. *Research design: qualitative, quantitative, and mixed methods approaches*. Sage Publications)

Likert Scale

A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research, such that the term is often used interchangeably with rating scale even though the two are not synonymous. When responding to a Likert questionnaire item, respondents specify their level of agreement to a statement. The scale is named after its inventor, psychologist Rensis Likert. (Likert, Rensis (1932). "A Technique for the Measurement of Attitudes".)

An important distinction must be made between a Likert scale and a Likert item. The Likert scale is the sum of responses on several Likert items. Because Likert items are often accompanied by a visual analog scale, the items are sometimes called scales themselves. This is the source of much confusion; it is better, therefore, to reserve the term Likert scale to apply to the summated scale, and Likert item to refer to an

individual item.

A Likert item is simply a statement which the respondent is asked to evaluate according to any kind of subjective or objective criteria; generally the level of agreement or disagreement is measured. Often five ordered response levels are used, although many psychological research advocate using seven or nine levels; a recent empirical study found that a 5-point or 7-point scale may produce slightly higher mean scores relative to the highest possible attainable score, compared to those produced from a 10-point scale, and this difference was statistically significant. In terms of the other data characteristics, there was very little difference among the scale formats in terms of variation about the mean, skewness or kurtosis. The figure 5. shows the format of a typical five-level Likert item.

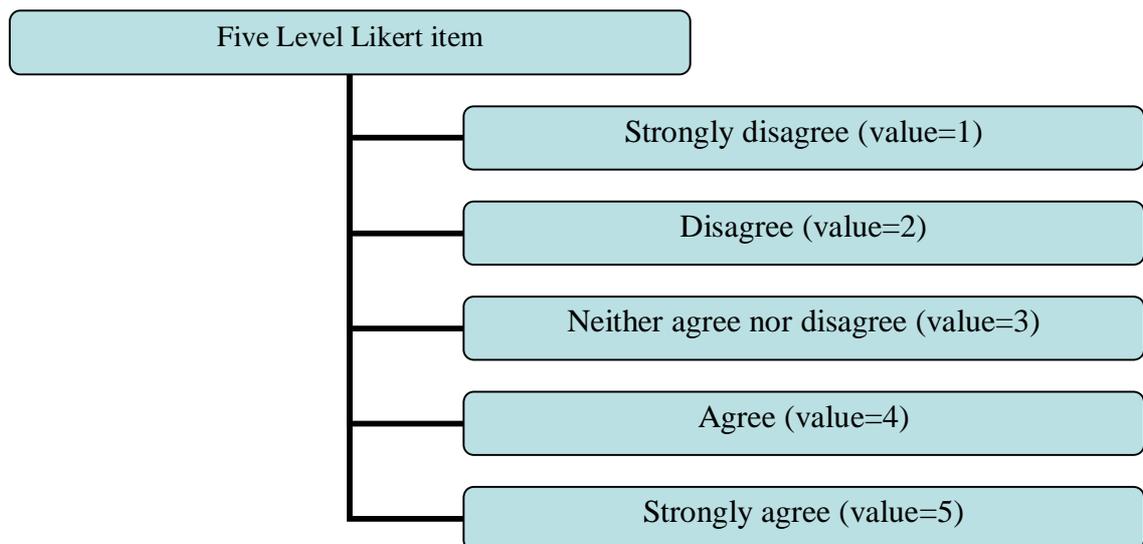


Figure 5. The format of a typical five-level Likert item

This likert scale is mainly used for analyzing qualitative research data, but also partly applied to the scale of questionnaire in quantitative research. The research in sport event spectator questionnaire tries to find the status quo of China professional sport events and the expectations of spectators towards to the marketing elements in these kinds of sport events in China.

3.3 The Implementation of Data Collection and Analysis

In will be explained that how to collect and analyze the data from group interviews and questionnaires in this section. In addition, the detail implementation processes of design the questionnaire, selecting the respondent and sending the questionnaire are discussed in this section. Furthermore, other detail implementation processes such as the group interview details, literature review instructions and quantitative analysis methods are included in this section.

3.3.1 Interview

Interview Design

There are two kinds of interviews were designed based on two different interview theories: Delphi method and Gordon method.

Interviewees

The selection of interviewees for Delphi method is intended. Two of them are from public sector, two of them are from private sector and one of them comes from educational sector. The purpose was to balance the origin of interviewees since the people from different sectors always stand for different opinions. The detail information of these 5 interviews is list in table 2.

Table.2 Information of Delphi Method Sample (N=5)

	Expert A	Expert B	Expert C	Expert D	Expert E
Gender	Male	Male	Female	Male	Male
Sector	Public	Public	Educational	Private	Private
Years of Experience	2 years	3 years	7 years	10 years	5 years
The way of interview	Email	Phone	Face to face	Face to face	Email

The selection of interviewees for Gordon method is intended as well. This group interview was intended to select more interviewee from academic environment since most of them have longer experience in this field. And one official from public sector also involved in this group interview. The detail information of these 5 interviews is list in table 3.

Table.3 Information of Gordon Method Sample (N=5)

	Expert A	Expert B	Expert C	Expert D	Expert E
Gender	Male	Female	Female	Male	Male
Sector	Public	Educational	Educational	Educational	Educational
Years of Experience	6 years	5 years	7 years	11 years	6 years
The way of interview	Face to face conference				

Furthermore, an extra 2 individual interviews were taken with an organizer of the 11th China National Games and a sport events expert in Shanghai University of Sport. The intention of these 2 individual interviews is to obtain some practical and up to date opinions and comments in Chinese elite sport management system. In addition, the result of these individual interviews could fill up the hiatus of group interviews.

Interview Process

The Delphi method is a systematic, interactive forecasting method which relies on a panel of experts. I selected 5 experts from Qingpu (a district in Shanghai) Sport Bureau, ZheJiang Provincial Sport Council, Shanghai University of Sport, Shanghai Oriental Volleyball Club and Shanghai Oriental Women's Football Club. This interview was taken from October, 2009 to December, 2009. I used email, telephone and face to face talk to conduct the interview.

First of all, I sent the interview outline one week before I receive their feedback. For some of the interviewees, I got their email feedback and some of them finished the interview by telephone call. After the first round, I collect every feedback and sum up an anonymous summary of the experts' opinions. Then I sent anonymous summary to these experts again in the second round and told them it is encouraged to revise their earlier opinions according to the replies from other members in this panel interview. After receive the feedback from the second round, I selected some valuable outcomes for the discussion in following chapter.

In addition, another panel interview was conducted according to Gordon Method. 3 experts from Shanghai University of Sport, 1 experts from Guangzhou Institute of Physical Education and one official from Anhui Sport Council gathered together to discuss a broader topic 'the status quo of China administrative system and administrative reformation' on 12th November, 2009. After I got their main thoughts from these experts, I narrowed the topic to sport-related issue, and then these experts gave some ideas and comments based on the discussion in previous broader topic.

Data analysis

According to the guidelines of Delphi method, I gathered the opinions for the second round interview, then the outcomes of second round interview are considerable meaningful and some of them are used in the result chapter directly. The method of narrative analysis and content analysis were used in Gordon Method group interview. For instance the number of 'national executive-led' in interview was calculated in order to reflect the status and significance of this character in current system.

3.3.2 Questionnaire

Questionnaire Design

The questionnaire is designed for the study of status quo of China Sport Events, especially the China Volleyball League match. There are two kinds of questionnaire for the volleyball club staff and event spectator. The questionnaire for club staff aims to get

the general status of Shanghai Oriental Volleyball Club including the marketing status and organizational status. There are 20 questions in the staff questionnaire and the sample for this questionnaire is 8 officials in this club (N=8). The questionnaire for event spectator aims to get the feedback for the marketing activities of Shanghai Oriental Volleyball Club. There are 21 questions in this questionnaire and 120 spectators were selected for this survey, at last 104 collected questionnaire are valid (N=104). Since the China Volleyball League is a marketing-led event, the research keystone for this event is the marketing status and development trend.

The questionnaires were given out in two ways:

① Face to face distribution

Most of questionnaires were conducted during the regular season of 2009-2010 season China Volleyball League. I selected the respondents during matches and delivered the questionnaire to them after match. And then collect the questionnaire at once after they finish it.

② Email

There are some fans which has been following the Shanghai oriental volleyball team for more than 5 years. It can be seen that the ideas and opinions from them are much more valuable and meaningful than new spectators. So I sent 10 emails to 10 fans and got all the responses.

The response rate of staff questionnaire is 100% and the response rate of spectator questionnaire is 86.7%.

Reliability and Validity Test

Since the spectator questionnaire chose the five-spot pattern scale, the reliability and validity need tested in order to increase the credibility of whole study. At early stage of questionnaire design, the suggestion and opinion from the expert of sport sociology was obtained. After the modification of questionnaire, I distributed the survey to the

respondents and I tested the reliability and validity again after I got all the feedback of questionnaire. I used the SPSS 11.0 software for the reliability (Table 4.) and validity test (Table 5).

Table 4. The Reliability Test of Spectator Questionnaire

Analysis of Variance					
Source of Variation	Sum of Sq.	DF	Mean Square	F	Prob.
Between People	211.5072	103	2.0535		
Within People	935.1250	1560	0.5994		
Between Measures	423.1899	15	28.2127	85.1447	0.0000
Residual	511.9351	1545	0.3313		
Total	1146.6322	1663	0.6895		
Grand Mean	3.1791				
Reliability Coefficients	16items				
Alpha=	.8386	Standardized item alpha=	.8446		

In respect to the scale of Spectator Questionnaire, I selected the Cronbach-Alpha Test in Reliability Analysis of SPSS to test the reliability. The variance analysis shows the F-value is 85.1447 and P-value is less than 0.0001. It shows the effect of repeated measures data is acceptable. In addition, the Cronbach α -value is 0.8386 which is more than 0.8 (the normal low range limit of good reliability). As a result, it can be illustrated that the reliability of this questionnaire is good and the design target was achieved.

Table. 5 The Validity Test of Spectator Questionnaire

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.817
Bartlett's Test of Sphericity	Approx. Chi-square	800.139
	df	120
	Significance	0.000

In respect to the scale of Spectator Questionnaire, I selected the KMO-Bartlett's Test in Factor Analysis of SPSS to test the validity. The result shows the Kaiser-Meyer-Olkin Value is 0.817. This value is much more than the normal standard of acceptable validity which is 0.5. It indicates the validity of factor analysis achieved

the design intention. Furthermore, the Significance-Value in Bartlett's Test is less than 0.001. It shows the correlation matrix of factors is non-unit matrix. It could collect the least factors but could stand for most of the variance. This result also proves the validity of this questionnaire is acceptable and the design target is achieved.

Statistics of Questionnaire Samples

The number of returned and valid spectator questionnaires is 104. Male spectator represented 56.7% (N=59) while female spectator represented 43.3% (N=45) of the respondents. In addition, nearly half of them were between 18 and 25 years old (N=51) and other half stand for other ages.

The source area of respondents was asked in this questionnaire as well. It can be seen clearly that more than half (N=56, Percentage=54%) respondents are from nearby colleges. (Table 6).

Table 6. Source Area of Respondents

(N=104)

	Frequency	Percentage
Nearby College	56	54%
Nearby District	31	30%
Downtown	15	16%
Others	2	2%

Data Analysis

In this study, the data of questionnaire were quantified according to the theory of Likert scale. The scale of response level is divided into five levels. The lowest level stands for strongly against and the highest level stands for strongly agree. Then the quantified data were analyzed in SPSS 11.0 software and the main descriptions are frequencies, mean value and percentage. In addition, the 16 questions are classified to 5 categories by the

analysis of factor matrix after rotation. As a result, the outcomes are presented in 5 categories.

3.3.3 Observations and the method of Literature

I chose some games in 11th China National Games and went to the gymnasium to observe the behavior of players, referees and coaches. There is a hypothesis that some of the games will appear the 'special phenomenon' which means some controversial affairs in sport games. Generally, the reason for these phenomenons is the internal complicated relationship and argues between different provincial sport bureaus. It is a good breakthrough point to study elite sport system from the perspective of these phenomenons. The All China Games is a new form of sport event in China. I selected some official report published by China General Administration of Sport and some academic articles for the analysis and discussion in this form of sport event in the elite sport system. Basically, I use the observation for a base for the topic of group interview. I select some hot-spot and controversial issue for creating the interview contents.

4 STATUS QUO OF CHINESE ELITE SPORT SYSTEM

It is very important to make the status quo of China elite sport system clear in order to analysis and predict the future potential changes and reformation. The way of investigation is to use the interview survey, questionnaire survey and observation survey among the samples from this centralized system. This chapter is the foundation of prediction in next chapter as well.

4.1 The Status Quo of Chinese Elite Sport Management System

The results of this chapter are mainly from the group interview which are based on the theory of Delphi and Gordon method. The interviewees from governmental (public) sector, private (commercial) sector and educational sector offer quite a lot of useful information to understand the status quo of this centralized system.

The common view of group interview is the national executive-led sport system plays the most important role in China sport for more than fifty years. Both the elite sport and the sport market develop dramatically after the introduction of this system. However, the big sport expenditure and restricted sport market is the main weakness of this centralized model. Some of the athletes and experts expect this centralized system will changes gradually in the following years. The main structure of this chapter can be divided into two parts. The first is the structure of the Chinese elite sport management system while the second is the main function of management institute in this centralized system.

The core of this elite system is the unconditional centralized administration in elite sport. This kind of management guarantee the elite sport in China can receive enough financial support and human resources support from the whole nation. The China General Administration of Sport (CGAS) is the central management institute of the elite sport system. The CGAS is one of the 18 departments directly under the state council. The other departments such as the General Administration of Customs and State

Administration of Taxation have the basic state capacity. It can be seen from this that the sport management is one of the state general administrations and it is differ from the position of sport in western countries.

It can be seen from the official documentation the function of CGAS has 9 points following mentioned.

- 1) Study and formulate policies and regulations in the field of sport, and supervise the implementation of sport development planning.
- 2) Guide and promote the sport system reformation and formulate the sports development strategy. To establish the long-term sports development planning and coordinate of regional sport development.
- 3) Implement the National Fitness Program. Guide and promote mass sports activities such as National Physical Training Standards. To carry out the National Physical Fitness Survey.
- 4) Plan overall competitive sport development. To research balanced national sport events, competitive sport setting and the anti-doping work.
- 5) Manage the sports foreign affairs in international intergovernmental environment and the communication with Hong Kong, Macau and Taiwan sport institution. Organizing major international sports competitions.
- 6) Organize and support the research in the field of sport science and technology.
- 7) Study, formulate and regulate the sports industry.
- 8) Review the qualifications of national sports associations.
- 9) Undertake other tasks assigned by the State Council.

The first, second, fourth and eighth functions are related to the elite sport management. And its functions are implemented by its subordinate institution. The main structure of CGAS can be divided into 4 parts. The first part is the 9 departments of CGAS. It can be seen from figure. 6.

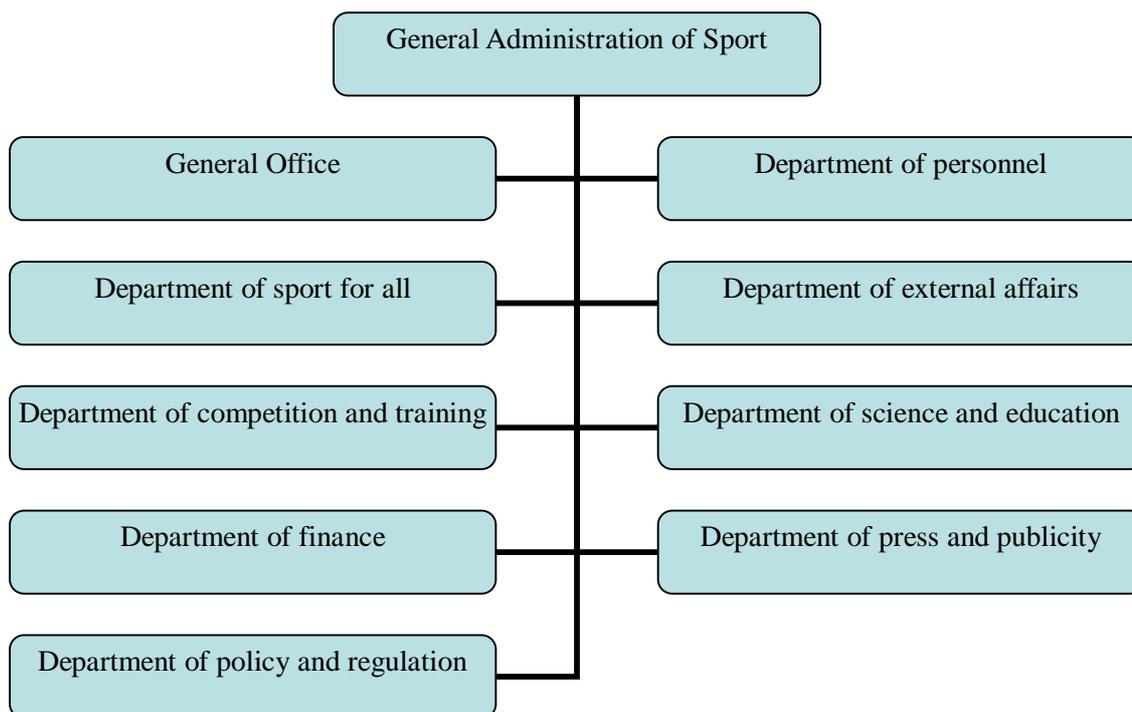


Figure. 6 Nine Affiliated Departments of China General Administration of Sport

The second part is the 22 sport management centers such as Football Management Center and Martial Arts Management Center. The function of these management centers is to regulate the individual sport development. In addition, the national teams are controlled in these management centers. These centers are responsible for the training and competition of national teams.

The third part is the sport associations. Although the character of sport association is the non-profit and social organization, the CGAS has the direct administration in these sport associations. Normally, the chairman of national sport association is from the sport management center in CGAS.

The last part is the provincial and local sport bureau and sport teams. This is the bottom of the whole elite sport management system. The main duty of this level is to select youth athletes and make sure these athletes get proper training before they selected by national team.

This 4-level management structure establishes the way of main operation in Chinese elite sport. Each level has its own functions and all of them are service for the common aim---to boost the development of competitive sport and enhance the sport achievement in international stage such as Olympics.

There was an example from the group interview regarding the sport investment from public sector in 2008 and Beijing Olympics. The official statistic indicates the government pays 80 million Euros in 2008. This expenditure does not include the investment and expenditure of Olympic events. This 80 million Euros covers the cost of official salary, administrative expenditure, sports research and other costs. Due to the system of recourse distribution, the athletes also can get well paid and considerable bonus after medals. In Beijing Olympics, a Chinese athlete can get 35 thousand Euros from central government per golden medal achieved, while they also get considerable bonus from the regional government and several private companies.

The example above shows the investment from public sector is a huge amount. In other word, the huge investment from government makes sure that the China elite sport leads high-level in the world. In addition, the investment from regional government and private company consumes big amount of social economic resource. Indeed the budget and huge expenditure is the key point which gets critical comments, however, all the interviewees agree that the budget and expenditure does not appear to reform after 2008 Beijing Olympics.

One of the interviewees offers the official audit budget planning table of China General Administration of Sport in 2010. The undermentioned table 8 indicates the overall budget planning table of CGAS in 2010 and the table 8 shows the details of expenditure budget planning table of CGAS in 2010.

Table.7 The Overall Budget Planning Table of CGAS in 2010

Unit: Ten thousand Yuan (Appr. Thousand Euros)

Income		Expenditure	
Item	Budget	Item	Budget
Fiscal Appropriation	146,813.67	Foreign Affairs	472.99
Administrative Fees	79,289.35	Education	31,558.42
Operating Income	5,923.50	Technology and science	4,048.77
Others	9217.50	Arts, Sport and Media	207,002.87
		Social Security and Employment	2,094.48
		Housing Security	8,861.12
Summation	241,244.02	Expenditure Summation of this year	254,038.65
Margin cover from funds	1,341.91	Expenditure carry forward to next year	8,390.61
Income from the balance of last year	19,843.33		
Income Summation	262,429.26	Expenditure Summation	262,429.26

It can be seen from the table above that the fiscal appropriation is the main origin of the income of China General Administration of Sport, nearly 56% of the total income from the central governmental budget. The number of operating income indicates the marketing and commercial activities make the most limited income to the China General Administration of Sport. It can be defined that the CGAS is an administrative institute rather than a market-oriented institute.

The expenditure of 'Arts, Sport and Media' takes up 78.9% of the total expenditure. From the official explanation it can be seen that 'Arts, Sport and Media' stands for 'sport-related expenditure' and the details of expenditure will be explained in table 7. The education expenditure ranks 2nd and it mainly stands for the expenditure of educational institute which affiliated to the China General Administration of Sport such as Beijing University of Sport.

Table.8 The Details of Expenditure Budget Planning Table of CGAS in 2010

Unit: Ten thousand Yuan (Appr. Thousand Euros)

Item	Summation	Basic	Project
Foreign Affairs	436.24		436.24
International Organization	436.24		436.24
Education	18,348.42	12,885.62	5,462.80
Ordinary Education	16,144.15	11,241.25	4,902.90
Vocational Education	2,204.27	1,644.37	559.90
Technology and Science	2,055.77	951.77	1,104.00
Applied Research	2,008.77	951.77	1,057.00
Others	47.00		47.00
Arts, Sport and Media	118,274.62	26,274.21	92,000.41
Sport	117,901.62	26274.21	91,627.41
Others in Arts, Sport and Media	373.00		373.00
Social Security and Employment	1,898.62	1,898.62	
Retired Staff	1,898.62	1,898.62	
Housing Security	5,800.00	5,800.00	
Reform of Housing System	5,800.00	5,800.00	

The expenditure items included in table 8 are detailed than the items in table 7. The basic expenditure means the organizational expenditure such as the staff payment. The project expenditure stands for the detailed expenditure for different projects such as the training of national team and the operating expenses of national stadiums.

The main items are divided into detail items in table 8. It can be seen that nearly 99.7% of the expenditure in 'Arts, Sport and Media' goes to the item of sport. It proves that

more than three quarters of total expenditure goes to the sport-related matters. It means more than 1.2 billion Euros are spent on the elite sport system, mass sport and others related to sport. It is not clear that how much of the expenditure from this 1.2 billion Euros goes to elite sport, but all the interviewees agree that the expenditure of elite sport is a considerable amount of money based on the statistics in these two tables.

Furthermore, the word 'national executive-led system' appeared 43 times during the group interview which based on Gordon method. It was ranked 1st among all the words mentioned in the interview. This fact indicated that these experts consider the national executive-led system is the most typical feature of Chinese elite sport management system.

Furthermore, several interviewees mentioned the selection and training of elite athletes in China. The system of China elite athletes' selection is from very early stage of children. The children selected get professional training from then on. For some of the talented athletes, they may leave school after middle school. In addition, the athletes don't have much free time after they enter the sport career. Generally, they do nothing except training. The problems appear after they retire from the career, due to the fact that they do not have enough education, so it's very difficult for some of them get a job. Although the government give some opportunities to athletes to help them continue their education after retirement, this policy can't cover all the athletes. Some athletes neither get an honorable achievement in elite sports nor get a chance to go to university after retirement.

It can be concluded that the 'national executive-led system and its internal structure', 'unbalanced budget and expenditure' and 'special selection and training system' are the key words mentioned by these experts in this group interview. And these aspects are selected to be further discussed in the chapter of future trend and threat of elite sport system reformation.

4.2 The Status Quo of China Sport Events

This chapter is divided into three sections which show three event cases. The first section represents the national level games, and selects the National Games for instance. The second section is an analysis of China Volleyball League which represents the professional (commercial) games. The last section discusses the new form of China sport events (All China Games).

4.2.1 The case of National Games

The main sport events in China can be divided into three categories. The first is the national sport games such as National Games. The second is the professional and semi-professional League Matches. The last category is a new form of mass sport events such as All China Games.

As a top level sport event in China, the National Games represents the feature and the typical phenomenon of Chinese elite sport system. The latest National Games was held in Shandong province in 2009. All the provinces participate in this event. Since the results of these games (medals) play a really significant part in the evaluation of each provincial sport bureau, the National Games is the best demonstration to study the relationship between elite sport management system and sport events. Furthermore, the China National Games 2009 is the first National Games after Beijing 2008 Olympics, so the study and prediction of future reformation in elite sport management system is close concerned.

I observed some of the matches in this National Games and basically, I chose some games and went to the gymnasium to observe the behavior of players, referees and coaches. Due to the special relation between different delegacies, it can be predicted that some of the games will appear the 'special phenomenon'. The special phenomenon means some controversial affairs in sport games. Generally, the reason of these phenomena is the internal complicated relationship and arguments between different provincial sport bureaus. It is a good breakthrough point to study elite sport system from

the perspective of these phenomena.

There are two cases in my observation appeared this ‘special phenomenon’ and it is worth studying on these cases. The first is the Men’s welterweight 66kg Judo match. One athlete is from Beijing (athlete A) and the other is from Shandong which is the host province (athlete B). The score was draw until 3 seconds before the end of extra time, the athlete from Shandong province scored but the referee decided this score was invalid. Finally the athlete from Beijing won the match since his weight is lower than the other athlete. Then the match was over but the athlete B refused to exit the playground since he thought the referee made an unfair decision. Finally he exits from the ground after nearly 10 minutes. There were a lot of press coverage after this match, most of media held a suspicious view on this matter, even some of the media call the referee ‘black whistle’.

The other case is one of the referees in diving games quitted from the National Games before the opening of games. This referee is an international referee and took part in last five National Games. From the official report it can be seen that this referee quit from the games since he was uncomfortable due to the heart disease. But this referee was interviewed by a press while I was near the press area. He said he quit from the games because all the gold medals are internally decided by the authority and he was angry and disappointed about that. Then he told the journalist the gold medal list of diving games. Finally, the results are duplicate compare to his ‘forecast’. It is not an isolated case in National Games. There are a lot of similar matters in all previous games. The internal relation and the conflict of interest among authority, athletes, referees and different provincial sport councils are complicated apparently. The origin of these phenomenons is the administration system of China sport as well.

In addition, the table 9 could proves the ‘special phenomenon’ from another point of view. The table 9 shows the List of Gold Medal from the 6th China National Games to 11th China National Games. It can be seen from the table that five host provinces (city)

ranked 1st in the Gold Medal List. This phenomenon is partly result from the ‘Athlete Exchange Policy’, however, there are massive evidences show the host province (city) could have ‘Host Advantage’ which is unfair to other participants.

Table.9 The List of Gold Medal from 6th to 11th of China National Games

Year	Host Place	The 1 st place of Gold Medals	The number of Gold Medals
1987	Guangdong	Guangdong	54
1993	Beijing	Liaoning	44
1997	Shanghai	Shanghai	42
2001	Guangdong	Guangdong	69.5
2005	Jiangsu	Jiangsu	56
2009	Shandong	Shandong	63

4.2.2 The case of China National Volleyball League

The China Volleyball League is a representation of China professional games. Some of sport events in Chinese elite sport system start its professionalism from the middle of 1990’s. China Volleyball League was launched in 1996. The key point of professional league is the process of commercialization which is the biggest difference from the tradition national games.

During the season of 2009-2010, I observed some of the league match in Shanghai division and took a questionnaire survey among the spectator of China Volleyball League. The collected and valid sample was 104 (N=104) at last.

The Analysis of Spectator Questionnaire

The spectator questionnaire aims to get the feedback for the marketing activities of Shanghai Oriental Volleyball Club. There are 21 questions in this questionnaire

Table 10. Analyzed Factors Extracted from Questionnaire (Variance Contribution)

component	Initial Eigenvalues		Cumulative	Extraction Sums of Squared Loadings		
	Total	% of Variance		Total	% of Variance	Cumulative
1	5.613	35.081	35.081	5.613	35.081	35.081
2	1.990	12.439	47.520	1.990	12.439	47.52
3	1.441	9.003	56.524	1.441	9.003	56.524
4	1.303	8.144	64.668	1.303	8.144	64.668
5	1.021	6.379	71.047	1.021	6.379	71.047

The table 10 shows the classification of factor of marketing activities index. The cumulative contribution of 5 factors is 71.047 when set the eigenvalue more than 1. All the indexes could produce 5 factors.

The table 11 shows the matrix of loadings which is after the orthogonal rotation of factor matrix.

Table 11. Analyzed Factors Classification Extracted from Questionnaire
(Orthogonal Rotated Factor Matrix)

	Factor				
	1	2	3	4	5
Title Sponsorship		0.641			
Uniform Sponsorship		0.437			
Playground Advertising		0.528			
Printed Advertising		0.771			
Tickets Sale Channel		0.789			
Flexibility of Ticket Sale		0.709			
Cheering Squad	0.767				
Interactional Games in Matches	0.758				
Atmosphere of Matches	0.738				
Host Organizational Condition	0.878				
The Location of Matches				0.764	
Fans Club					0.914
Media Coverage			0.704		
Athlete in Marketing Activities			0.182		
Club hosted Marketing Activities			0.823		
Television Relaying			0.821		

It can be seen from table 6 that the factor 1 is the opinion of host organizational condition which is combined by Cheering Squad, Interactional Games in Matches, Atmosphere of Matches and Host Organizational Condition. The factor 2 is the opinion of sponsorship and tickets which includes Title Sponsorship, Uniform Sponsorship, Playground Advertising, Printed Advertising, Tickets Sale Channel and Flexibility of Ticket Sale. The factor 3 is the opinion of media coverage and marketing activities which include Media Coverage, Athlete in Marketing Activities, Club hosted Marketing

Activities and Television Relaying. The factor 4 is the opinion of location of matches and the factor 5 is the opinion of fans club.

Table 12. The Opinion of Host Organizational Condition N=104 Full-scale Value=5

Items	Mean Value	Standard Deviation
Cheering Squad	3.59	0.63
Interactional Games in Matches	2.82	0.76
Atmosphere of Matches	3.25	0.62
Host Organizational Condition	3.40	0.58

The host organizational condition means the overall status of the sport event host which is remarkable important for sport event. The table 12 shows the spectators' opinion of host organizational condition. The mean value of cheering squad gets the highest value in this category and the interactional games in matches gets the value which is under 3. Some of the spectators expressed that the interactional games are short and disorderly. In the item of host organizational condition which means overall evaluation, the mean value is 3.4 which mean most of respondents thought the host organizational condition is satisfying.

Table 13. The Opinion of Sponsorship and Tickets N=104 Full-scale Value=5

Items	Mean Value	Standard Deviation
Title Sponsorship	3.86	0.864
Uniform Sponsorship	3.32	0.686
Playground Advertising	3.71	0.552
Printed Advertising	3.83	0.675
Tickets Sale Channel	3.03	0.565
Flexibility of Ticket Sale	2.34	0.601

The sponsorship and ticket sales are the main marketing activity in China Volleyball League clubs. The table 13 shows the spectators' opinion of sponsorship and

ticket. It can be seen from the table that the fans are satisfied with the title sponsorship, playground advertising and printed advertising. However, the mean value of tickets sale channel is 3.03. Most of spectators express the opinion that it is not convenient to only have one ticket office outside of stadium. The mean value of flexibility of ticket sale is even lower (Mean Value=2.34). A number of respondents thought the club hasn't offered enough marketing activities towards ticket sales.

Table 14. The Opinion of Media Coverage and Marketing Activities

N=104 Full-scale Value=5		
Items	Mean Value	Standard Deviation
Media Coverage	3.36	0.501
Athlete in Marketing Activities	2.15	0.650
Club hosted Marketing Activities	3.28	0.630
Television Relaying	3.55	0.589

The table 14 abovermentioned shows the spectators' opinion of media coverage and marketing activities. The overall grade of media coverage gets 3.36 which stands for a goodish result. It should be noticed that the item of 'Athlete in Marketing Activities' only gets 2.15 in mean value. The individual discussion shows the fans consider the athletes are rare in market-oriented activities. The commercial value of these volleyball stars, have not been exploitured.

The mean value of the location of match question only gets 2.93. The background of this value is the Shanghai Oriental Volleyball Club selected a stadium in suburb to hold league matches. Although most of the spectators are from nearby colleges or blocks, they still consider the location of matches negatively influences the marketing status of club.

The mean value of fans club item is even lower (Mean Value=2.46). Most of respondents thought the existed fans club is not well organized. The commercialized

relation between fans and club is not well built.

The Conclusion of Spectator Questionnaire

It can be concluded that the spectator questionnaire reveals the merit and demerit of China Volleyball League which represents the China professional sport events. The television relaying and overall sponsorship are the merits, and the athletes and spectators are not well infused in sport events marketing activities. It is partly because of the residue of sport team system before 1990s. The athletes and elite sport teams in different level are totally supported by the elite sport management system before the middle of 1990s. After the introduction of professionalized and commercialized sport league, the athletes and sport teams haven't finish the transformation. As a result, most of China professional sport events such as China Volleyball League still stagnate in the process of commercialization. It is in fact this lag leads the centralized sport management system cannot remove from the high-level sport in China since the elite sport cannot support itself.

4.2.3 A New Forms of Chinese sport events (All China Games)

The China General Administration of Sport decided to cancel all 'Non-Olympic Sports' from National Games in 1992. Most of provincial sport council cut the financial and administrative support to the 'Non-Olympic Sports'. As a result, these sports shranked dramatically in early 1990s. However, the researcher in scientific institute of General Administration of Sport found there were 818 world champions in non-Olympic sports between 1979 and 1997 which take up 74.8% of all world champions in China.

As a result, the China General Administration of Sport decided to build a new form of sport event in China and gather most of non-Olympic sports. The first All China Games took place in Ningbo in 2000. There is another important element in All China Games. The All China Games now is treated as an experimental plot of all China sport event. Normally, the elite sport events are not easily reformed since the established relation and structure. Nevertheless, the non-Olympic sport events got less resistance in

structural reform.

The next 4th All China Games will take place in Hefei, Anhui in May of 2010. Feng Jianzhong, deputy director of State General Administration of Sports, announced the start of the torch relay at the end of the conference. Feng also claimed that "It isn't another National Games," "There will come out a brand new awarding system, ensuring that 60 percent of the participants are not empty-handed." The Olympic "medal system" will not appear in the Games.

The expectation of All China Games is to build a new form of sport event in China and decrease the fever in medals. However, there is a long way to go to diminish the influence of elite sport medals. At least the Chinese noticed the problem in elite sport system and start to try to reform them after all.

4.3 The Historical and Cultural Factors in Chinese Elite Sport Management System

During the group interviews, the historical and cultural factors are discussed as well. It can be concluded that the Chinese elite sport system is mainly learnt from the Soviet Union after the foundation of China PR. And this system develops its Chinese features in 1980s. This national executive-led sport system can be explained as "Using the support from whole country to develop the elite sport".

The elite sport in China plays a profound role in its development. Elite sport is an effective way to boost China's new image on the international stage, it also can bring the nation pride and hope. China government support the elite sport from very early stage with this purpose. In the planned economy age, the nation support makes sure the elite sport can receive all necessary support from limited social resource.

However, after the economy become better and better, the elite sport system still maintained in the market economy. The reason for continue national executive-led sport system is partly because the China team won a noticeable result in Los Angeles

Olympics in 1976, and China adopted a new “opening” policy in both social and economic field since 1978. At that time, the main reason for keeping this system is the nation noticed the favorable results from this system. As a result, despite it changes a bit in its form, but this elite sport system continue its “backbone role” in the development of elite sport in new age.

During the interview with experts in public sector, one of the interviewee mentioned the ‘National Character’. The Chinese society has a mass value which based on the worldliness. Simply the wealth and the success could represent the common ideal. This so-called ‘Chinese Dream’ plays an important role in the origin and development of Chinese elite sport management system. It is indeed difficult to change the national character in short term, however, it is indeed important to realize this demerit and problem.

5 THE FUTURE CHANGE OF CHINESE ELITE SPORT SYSTEM

There is a common view in Chinese elite sport system, the centralized system will reform in future. That is the guideline of central government and state council, and this reform is supported by both private and educational sector as well. There are massive potential solutions in previous researches and reports, the results of this study are mainly based on the outcomes of interview and interrelated research done by other researchers in China. The first part of this chapter will discuss the potential solutions for the future reform of China elite sport management system and the second part will discuss the potential threat in the way of reform.

5.1 The Potential Solution of Chinese Elite Sport Management System Reform

After the triumph in Beijing Olympics, the China elite sport management system seems become uncertain. Some scholars have argued that the China General Administration of Sport and its all accessorial organization at all level will be dissolved. Although this is not truth now, the prospect of Chinese elite sport system is predicted has essential changing in near future.

There are three main potential solutions for the changing of sport system. The first one is the 'New national executive-led sport system'. Because the traditional national executive-led sport system based on the planned economy market and mainly depend on the financial support from government. But nowadays the changing of movement function and the market economy makes the actuality no longer suit the old sport system. The old sport system excludes and restricts the market function in the field of elite sport, and the new system must include the coordinated and complementary relationship between government and market economy. The potential solution may set a new role for government. The government will mainly supervise the development of elite sport and set the rule and regulation for elite sport. In other word, the influence from government will decrease and the influence from market will increase. The actuality of this aspect is the central government has poured large number of money into

Beijing Olympics since political purposes. However, it will not be able to maintain such a large investment in elite sport after Beijing Olympics. The central has start again to push sport into market. Using the words said by a senior sport expert in China, it will 'Dividing the sport into two parts, one part is expenditure, namely, the old centralized elite sport system; the other part is income, namely, the new sport system which included the market effect'.

The second potential solution is the introduction of sports consortium. The introduction of consortium is a part of new Chinese democracy. The development of social consortium balances the political rights, it also will promote the of China political democracy. With the fast-growing demand from the people, the sport consortium will plays a more important role than before. That is to say the sport may managed by society instead of government. For instance, the financial actuality of local administration suffered badly from the centralized sport system. The local sport teams and commissions have the responsibility to nurture and train elite athletes for the national teams and reward after every important international game. The local government responsible for the huge reward after every important international game. In addition, the local government even responsible for the wages and pensions and other costs of elite athletes. This heavy burden can be turned to sport consortium in new sport system. The sport consortium will maximize the commercial benefit of elite athlete, and share the benefit equally with athletes. The government influence in this process is the to supervise the market and formulate regulations.

The third potential solution is to bring university and college into this system. Nowadays, there are at least three sport clubs in professional league are run by university, it becomes a trend that the university involves more and more in professional sport. There is a big advantage in the system of university sport that is the durative development in athlete's life. The serious problem caused by old sport system already appears after the retirement of athletes. Most of athletes have training from very early age, and some of them totally away from school before the retirement from elite career.

Although the government gives reward and pension to some athletes, most of athletes who didn't have successful achievement in their career face flinty challenge when they try to find a job out of elite sport. So the system of university sport can make sure all the athletes receive adequate education when they have elite career. On another hand, the scientific research capability in university also gives comprehensive support to elite sport. The university sport system in USA is a typical case in this field. More than 80 percent of players in NBA are come from university in USA. It shows university also can become an important and adequate source in professional sport. The Tsinghua University Diving Team sets a good example for this kind of system. At least six world champion athletes are come from this team.

During the interview, the professor from Shanghai University of Sport, Dr. Liu mentioned that there are four principles come from former successful experience in western countries can be used in China's sport system reformation. The first is to distinguish the function and liability between government and market. The government may quit from all the commercial management in the field of sport, and then manage the sport business by social capital. The role of government in this process is only supervising the validity.

The second principle is developing a system of sport policy. This is the base of all following reformation. Making the elite sport run in the restriction of sport policy is the core of this principle. In addition, promoting the sport lottery is an important function in the liability of government and sport policy. The huge income from lottery can supply the financial demand from elite sport.

The third principle is providing more sport facilities in mass sport. In different field of society such as school area, community area and county area, nation should provide more sport facilities for free of charge. The first aim of this principle is to promote the physical health level of citizens. The other aim is to found massive sport athlete source in general society. This is a huge benefit for the selection of elite athlete.

The last principle is to promoting the folk sports in China. Sports culture is the base of the success in elite sport. There are a big number of traditional sports in Chinese society. Even some of them already have their own sport events. But most of them have a financial crisis which blocks their long-term development. The government should pay more funds in this area in order to found a good sport culture for elite sport.

The reform of sport events is one of the breakthrough points in the reform of whole system. The 2010 National Director in Administration of Sport Conference took place in Beijing in January 2010. The official reports from this conference give a clear proposal in the reform of National Games and All China Games. First of all, the 4th All China Games which will be held in May of 2010 has the possibility to cancel the list of medal. The purpose of this act is to fade medal and trophy and emphasize the fitness, participation and enjoyment of sport. In addition, the reform of National Games was discussed in this report as well. It is possible to establish a National Winter Games in next four years and cut these sports from National Games. The calculation of medals will add the medals in summer and winter games together. In this way both the size of National Games and governmental budget in elite sport will reduce. In addition, there is an 'Athlete Transfer' policy in past National Games. Athletes could register for other provincial delegation rather than his or her hometown. This policy could partly explain why the host province or city could always rank 1st of Gold Medal List. Now the administration of sport is considering the advancement of the deadline of athlete registration from 2 years to 4 years. This new policy will avert some problems in past athlete transfer, additionally, this policy could encourage the provincial sport council train the young athletes by its own.

One of the interviewee from governmental sector put forward his proposal for the reform of National Games. This proposal was supported by all interviewee's and also by myself as the thought of direction of this proposal is great. In addition, this proposal has the feasibility to act in existed centralized system.

The first is to simplify the sports in National Games. The Beijing Olympics has 28 sports and 302 events while the 11th National Games has 33 sports and 362 events. The number of sports and events is too big and it needs reform in future. Two categories of sports can be considered to shift out from National Games. 1) Well market-organized sports such as football and basketball, 2) winter sports

The second is to restrict the host place of National Games. The investment of sport stadiums and facilities is a huge amount of money for the host province or city of National Games. Furthermore, most of sport stadiums and facilities cannot be well used for mass sport after National Games. In order to avoid new waste, the province and city which already host the National Games could host the games in turn. This policy could more or less fade the 'medal fever' of host province or city as well.

A new slogan comes out after the 11th National Games which goes 'State support the mass sport, market support the elite sport'. The poor developed mass sport in China needs more attention from governmental source while the role of market-oriented activity should be enhanced to support the elite sport development.

The reform of the centralized sport management system in China is not an easy task. Even the reform of National Games met severe resistance in the past. The ex-vice chairman of China Olympic Committee said once the National Games cancelled, the centralized system will shake from its foundations. It can be seen that some of the officials still defend the existed system, but the reform indeed will come along with the reform of government function. A top-level governmental plan, the Chinese 11th Five-year Plan declares claim the reform of government function is an important task for the state council from 2006. The reform of sports administration may delay since the Beijing Olympics, but the irresistible trend is the anti-administration in public sector of China elite sport management system.

5.2 The Potential Threat in Future Reform of Chinese Elite Sport System

Despite the reform of China elite sport management system is the trend of future sport in China, the resistances of reform may suspend the reform process. The group interview and the resource of literature review offer massive of potential threats in the reform process, however, I think there are three main threats may block the reform.

First of all, although a health and durative system will build after reform, the elite sport will suffer an obvious setback in this changing process. For instance, elite sport system in Japan reformed after 1984 Los Angeles Olympic but the medal result decrease markedly in Seoul Olympic. It can be seen from table 15. that Japanese elite sport reached the bottom from 1988 and last nearly 20 years. After strive for a long time, Japan resume the role of second strongest sports country in Asia since 2004 Athens Olympics.

Table 15. The Medal List of Japan in Olympics from 1984-2004

Year	Gold	Silver	Bronze	Total	Rank
1984	10	8	14	32	7
1988	4	3	7	14	14
1992	3	8	11	22	17
1996	3	6	5	14	23
2000	5	8	5	18	15
2004	16	9	12	37	5

However, the ‘medal fever’ will still dominate China elite sport for a long time. There is no one could bear the failure in international stage games, especially in Olympics. Even one time failure in Olympics is unacceptable. Actually, the China elite sport had a waterloo in Seoul Olympics in 1988. Compare to 15 gold medals in Los Angeles, China

delegation only got 5 gold medals in Seoul. The whole country became hysterical and blamed on the administrations and athletes, even the Lining (who gets 3 gold medals, 2 silver medals and 1 bronze medal in Los Angeles) got nationwide blame from individual mail to major newspaper. And the director of General Administration of Sport changed after Seoul Olympics. In despite of now Chinese people will not treat athlete like this, this utilitarian ideology will dominate China elite sport in near future.

The second notable threat is the survival and development of unpopular sport. The football and basketball are the representation of popular and market-oriented sport. Clubs, athletes, fans and private funding form a virtuous cycle for the development of sport. However, some unpopular sports will lead a hard life after the evacuation of governmental support. For instance, handball and triathlon are the typical examples of unpopular sport in China. Handball and triathlon almost have no private or commercial funding from market. Their training cost and athlete allowance are supported by governmental funding. If the centralized elite sport system changes its management and funding mode, the unpopular sport such as handball and triathlon will meet the precipice at once. The competitive level of these sports will decrease dramatically as well.

The table 16 in next page shows the Medal List of China delegation in Beijing Olympics. The Fencing, Shooting, Archery, Hockey, Rowing, Sailing, Canoeing and Synchronized Swimming can be seen as the ‘unpopular sport’ in China. These sports don’t have professional (commercial) competition in China, even ordinary people are difficult to practice these sports since the facilities and coaches are rare. However, these sports contributed 10 gold medals, 4 silver medals and 4 bronze medals in Beijing Olympics. The number of gold medals accounted for nearly 20% of total gold medals. It is unlikely for the administration of China elite sport cancel the support to this sport. After all, the support to these sport is comes from the centralized sport management system.

Table 16. The List of China Delegation Medals in Beijing Olympics Category by Sport

Sport	Gold	Silver	Bronze	Total	Sport	Gold	Silver	Bronze	Total
Gymnastics	11	2	5	18	Rowing	1	1	0	2
Weightlifting	8	1	0	9	Fencing	1	1	0	2
Diving	7	1	3	11	Taekwondo	1	0	1	2
Shooting	5	2	1	8	Sailing	1	0	1	2
Table tennis	4	2	2	8	Canoeing	1	0	0	1
Badminton	3	2	3	8	Volleyball	0	1	2	3
Judo	3	0	1	4	Hockey	0	1	0	1
Boxing	2	1	1	4	Athletics	0	0	2	2
Swimming	1	3	2	6	Cycling	0	0	1	1
Wrestling	1	2	0	3	Tennis	0	0	1	1
Archery	1	1	1	3	Synchronized Swimming	0	0	1	1

The last threat is the slow process of political restructuring. China started their political restructuring from the middle of 1980s. However, the drastic changes in Eastern Europe and the ‘Tiananmen Square protests of 1989’ stopped the political restructuring for a long time, as a part of China administrative system, the administration of sport maintain its function and character until 1990s. A new round of political restructuring started from the middle of 1990s. The table 17 shows the four times institutional reform of state council from 1993 to 2008.

Table 17. The Institutional Reform of China State Council

Year	The number of department under state council after reform	The number of rescinded departments under state council
1993	41	17
1998	30	11
2003	29	1
2008	28	1

It can be seen the trend of State Council is to simplify the administrative structure and advance the efficiency of each department. The top-level sport administration changed its name from China National Sports Commission to General Administration of Sport in the institutional reform of China State Council in 1998. It intended to partly change the function of top-level sport administration but the fact indicates this change is just a superficial reform.

The resistance of political restructuring comes from different aspects such as geopolitical and ideological aspect, however, the definition of sport is not simple and pure in China, and it carries the eastern ideology and national character. The core of centralized system reform is the re-distribution of vested social interest. It will touch

every section within the chain of centralized system. The main body of centralized system is the government while the support of centralized system is the government finance. As long as the centralized system exists, every section could request more investment from government finance constantly. Nevertheless, once the monopolization of these institutes is broken, the hidden interest of each sport institute will suffer from the reform. Conversely, the objection of these institutes becomes the resistance of system reform.

As a part of political system, the centralized elite sport management system cannot be isolated from the social context. There is a common Chinese saying that 'Everything become complicated when it reaches politics', the reform of sport cannot be exempt as well.

In spite of all the interviewee's, they have a concerned attitude towards the reform of China elite sport management system, they still believe the trend of reform is implemented gradually. Rome is not built in a day, as a country has five thousand years of history and ancient civilization, all the origin and development of existed system are influenced by historical, cultural and ideological factor, and it is an intercultural case as well.

6 CONCLUSIONS AND SUGGESTIONS

6.1 Conclusions

The purpose of this study is to present and evaluate the elite sport management system in China. In addition, it attempts to enhance the understanding to China sport management system as well.

The main results and conclusions can be categorized into 4 findings. 1) The structure of China elite sport management system is based on the national administrative system. It will remain stable until the implementation of political restructuring. 2) As a part of centralized sport management system, the National Games is hard to reform since the internal and external social resistance. However, the reform of other sport events such as All China Games can be a breakthrough point in the whole system reform. 3) The social participation such as the private sector and educational sector has already become an important element in sport management system and its influence will spread in the future. 4) The potential threat such as the downturn of competitive sport has the possibility to block the reform of Chinese elite sport management system, accordingly, the process of system reform will last considerable long time.

In despite of the centralized system has several disadvantages, it still plays a significant role in certain historically specific. The success in 1984 Los Angeles Olympics can be seen as the reconstruction of Chinese international image and national confidence. In addition, the triumph in Beijing Olympics also boosts the competitive sport and the national image. It is fairly important to hold a dialectic view point to evaluate the Chinese elite sport management system.

6.2 Suggestions

As a student major in Sport Management subject for nearly 6 years, I realize that the elite sport management system in China needs reform to change the unbalanced relation between elite sport and mass sport. However, I understand and respect the 'national

character' and 'cultural icon' as a Chinese. As I mentioned in previous chapter, the elite sport system is not an isolated element in social context, the resistance and difficulty even needs several generations to overcome.

However, I think there are four paths in the changing of Chinese elite sport system. These solutions could enhance the balanced development of China sport under the restriction and regulation of existent system.

1) Re-dividing the function of National Games and All China Games. The National Games represents the competitive sport while enhance the mass sport context in All China Games.

2) Support the mass sport by the funds from sports lottery. Although the budget of elite sport occupies most of the state funds in the field of sport, the funds from sports lottery is remarkable huge and can be a significant element in the development of mass sport in China.

3) Separate the administration and implementation institute. For instance, the China Football Administration Center (which is a division in General Administration of Sport) and the China Football Association is the same organization, and the chief of these two organizations is the same. It likes the player and the referee is the same person in competition. The China sport cannot have a health development if this problem cannot be solved. This suggestion is the most difficult changing while it is the core of system changing.

4) Enhance the function and position of educational and research-based sector in Chinese elite sport system. Now the Beijing University of Sport is an affiliated institute of General Administration of Sport. However, more educational and research-based institute should be included in Chinese elite sport management system. As a result of administrativisation, some officials within this system are nonprofessional people. The

reform and future development of sport system needs the introduction of sport science theory and outcomes of scientific research.

6.3 Evaluation of this study

The intention of this study originates from the end of 2008. After more than 4 years study in the subject of Sport Management, I become interest in the research of China centralized sport management system. I found some intercultural factors in Chinese elite sport system especially after I come to Finland and study the sport management system in western countries. These experiences offer me new perspectives to study China sport management system.

However, there is a obvious limitation of this research. Considering the huge population and vast territory of China, the detail situation of sport system and sport events are different even between two cities. It is really difficult to cover all situation in such a short research thesis, so the research results and outcomes here are only reflect the cases and samples chosen in this study. Nevertheless, the limited cases and samples more or less show the typical features of elite sport management system in China indeed.

Thanks to the support and cooperation of interviewees, the group interview made a lot of useful and valuable outcomes for the analysis and discussion. However, the questionnaire seems offer fewer outcomes compare to the expectation. It needs more theory support and advanced plan to master the synthesis of social science and quantitative search.

The massive of related literature offers me a good stage to understand the status quo of Chinese elite sport management system. However, it is satisfactory that I could put forward some innovative and pragmatic opinions in this study. The internal relation and finance within the sport administration is the most difficult point for study. Most of China public authorities are not transparent and open enough, the limited number of official report only could offers some obvious and insignificant facts.

Anyway it is a good start to study the status quo and future reform of Chinese elite sport management system. Since I will still remain in the educational sector of sport, it is expected that I could continue to study on this topic in the future. It is better to have more opinions and data from the interior of centralized system. In spite of the values are different between people within and outside of this system, the attitude of internal personnel is significantly important since it could influence the reform of the whole system.

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APPENDIX 1

The Spectator Questionnaire

The Spectator Questionnaire for the Audience of Shanghai Oriental Volleyball Club

Dear spectator,

I am doing research on the marketing status of China Volleyball League and select the Shanghai Oriental Volleyball Club as a case to study. I need your opinion to the marketing activities of Shanghai Oriental Volleyball Club.

I could guarantee you that all the information will be used only for scientific research-related purpose. The questionnaire is anonymous and you are welcome to give your actual answer. If you have any questions about this questionnaire, please do not hesitate to ask me or contact me by the info give below.

Thank you very much!

Jiang Xiaotian (Master students in Sport Science and Management)

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Department of Sport Science

University of Jyväskylä

【Instructions】

Please give select A, B, C or D based on your personal information.

【Basic Information】

1 You are from A Nearby college B Nearby district C Downtown D Others

2 Your age A Under 18 B 18-25 C 25-45 C 45-60 D Over 60

3 Your Gender A Female B Male

【Likert Scale based on the marketing-oriented activity of Shanghai Oriental Volleyball Club】

Instructions: ‘1’ stands for Extremely dissatisfied and ‘5’ stands for completely satisfied, the more value, the more satisfaction.

	Extremely dissatisfied \longrightarrow Completely satisfied				
1 Title Sponsorship	1	2	3	4	5
2 Uniform Sponsorship	1	2	3	4	5
3 Playground Advertising	1	2	3	4	5
4 Printed Advertising	1	2	3	4	5
5 Tickets Sale Channel	1	2	3	4	5
6 Flexibility of Ticket Sale	1	2	3	4	5
7 Cheering Squad	1	2	3	4	5
8 Interactional Games in Matches	1	2	3	4	5
9 Atmosphere of Matches	1	2	3	4	5
10 Host Organizational Condition	1	2	3	4	5
11 The Location of Matches	1	2	3	4	5
12 Fans Club	1	2	3	4	5
13 Media Coverage	1	2	3	4	5
14 Athlete in Marketing Activities	1	2	3	4	5
15 Club hosted Marketing Activities	1	2	3	4	5
16 Television Relaying	1	2	3	4	5

Thank your for your support and understanding again!

P.S.

The statement in this questionnaire is an application of Likert Scale. According to the guideline of Likert Scale, the statement used for Likert Scale should show strong attitude, and then the interviewee could show their own opinion to the statement with strong attitude.

However, the designed statements used in this questionnaire are without strong statement. In order to avoid misunderstanding of this questionnaire, personal explanation was given to most of interviewee in order to obtain more accurate result.

APPENDIX 2 The Outline of Group Interview (Delphi Method)

What is the most typical feature of China elite sport management system in your opinion?

Which section has the most important function in the structure of China elite sport management system?

Could you specify the financial support in your institute? If your institute doesn't have governmental financial support, could you evaluate the distribution of governmental financial support within this system?

What is the function of National Games in your opinion? Could you evaluate the actual function of National Games in competitive sport context?

How do you feel the reform of China elite sport management system? What is the biggest resistance in your opinion?

APPENDIX 3 The List of Interviewee (Delphi Method)

Liepei Lin	Qingpu Regional Sport Council, Shanghai
Bo Jiang	ZheJiang Provincial Sport Council
Lina Wang	Shanghai University of Sport
Haofeng Chen	Shanghai Oriental Volleyball Club
Jun Yao	Shanghai Oriental Women's Football Club

The time of interview

1 st Round	11 st October, 2009-----7 th November, 2009
2 nd Round	13 rd November, 2009-----19 th December, 2009

APPENDIX 4 The Outline of Group Interview (Gordon Method)

Could you talk something about the status quo of state administrative system and the administrative reformation?

What do you think about the political restructuring?

Could you specify the resistance in the process of administrative reformation and political restructuring?

What do you think if I narrow the topic to the status quo of China elite sport management system and its reform? Could you make some connection between the China elite sport management system and the state administrative system?

What is the resistance in the process of China elite sport management system reform? Is there any common point with the administrative reformation and political restructuring?

APPENDIX 5 The List of Interviewee (Gordon Method)

Hongan Zhu	Anhui Provincial Sport Council
LiLin Wang	Guangzhou Institute of Physical Education
Bing Liu	Shanghai University of Sport
Haiyan Huang	Shanghai University of Sport
Li Wang	Shanghai University of Sport

The time of interview

11st January, 2010