



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

By
Miss Meiling AN

A Thesis Submitted in Partial Fulfillment of the Requirements
for Doctor of Philosophy RECREATION TOURISM AND SPORT MANAGEMENT
Department of Education Foundations
Silpakorn University
Academic Year 2024
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The Development of the GROW-SWOT Model and its Implementation on
the Operation of Amateur Table Tennis Clubs in Guangzhou



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| By | Miss Meiling AN |
| Field of Study | RECREATION TOURISM AND SPORT MANAGEMENT |
| Advisor | Assistant Professor Wanwisa Bungmark, Ph.D. |
| Co advisor | Professor Kanit Kheovichai, Ph.D. Vichit Imarom, Ph.D. |

Faculty of Education, Silpakorn University in Partial Fulfillment of the Requirements for the Doctor of Philosophy

..... Dean of Faculty of Education
(Professor Kanit Kheovichai, Ph.D.)

Approved by

..... Chair person
(Professor Emeritus Sombat Karnjanakit, Ed.D.)

..... Advisor
(Assistant Professor Wanwisa Bungmark, Ph.D.)

..... Co advisor
(Professor Kanit Kheovichai, Ph.D.)

..... Co advisor
(Vichit Imarom, Ph.D.)

..... Committee
(Associate Professor Wannawee Boonkoun, Ph.D.)

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Miss Meiling AN : The Development of the GROW-SWOT Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou
Thesis advisor : Assistant Professor Wanwisa Bungmark, Ph.D.

Amateur table tennis clubs in Guangzhou are growing rapidly, attracting the participation of many enthusiasts. However, as demand increases, clubs have problems with finance and quality of service. The research objectives of this study are, 1. To study the current situation of the development of amateur table tennis clubs in Guangzhou. 2. To develop the GROW-SWOT Model combine 4M Management Theory and McKinsey 7S model to establish a new model for the operation of amateur table tennis clubs in Guangzhou. 3. To evaluate the feasibility of the development of GROW-SWOT Model on the operation of amateur table tennis clubs in Guangzhou. Using the R&D methodology, quantitative research was conducted through questionnaires distributed to 377 consumers. Qualitative research is conducted with interviews conducted with 15 club managers, 10 coaches, and 5 consumers. The results of this study are, 1. Amateur table tennis clubs in Guangzhou are currently thriving in a favorable economic environment, with advantages in management, tournaments, digital technology, and policy utilization. The club encounters challenges stemming from inadequate managerial expertise and the limited capabilities of coaches. 2. The CPECDS Model and its six factors were developed, Consumer needs, Policy utilization, Economic environment, Competition organization, Digital technology, and Structure of organization. 3. Evaluated through the connoisseurship and stakeholder interviews, the CPECDS Model has a high level of feasibility. In conclusion, the adoption of the CPECDS Model in amateur table tennis clubs in Guangzhou shows great promise for enhancing management practices, offering guidance to policymakers, and fostering sustainable development in the field.

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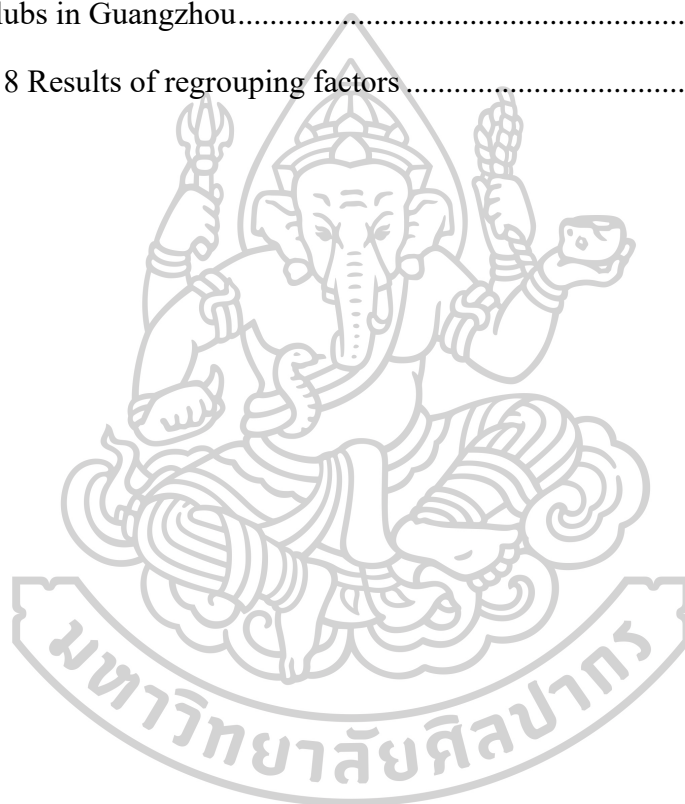
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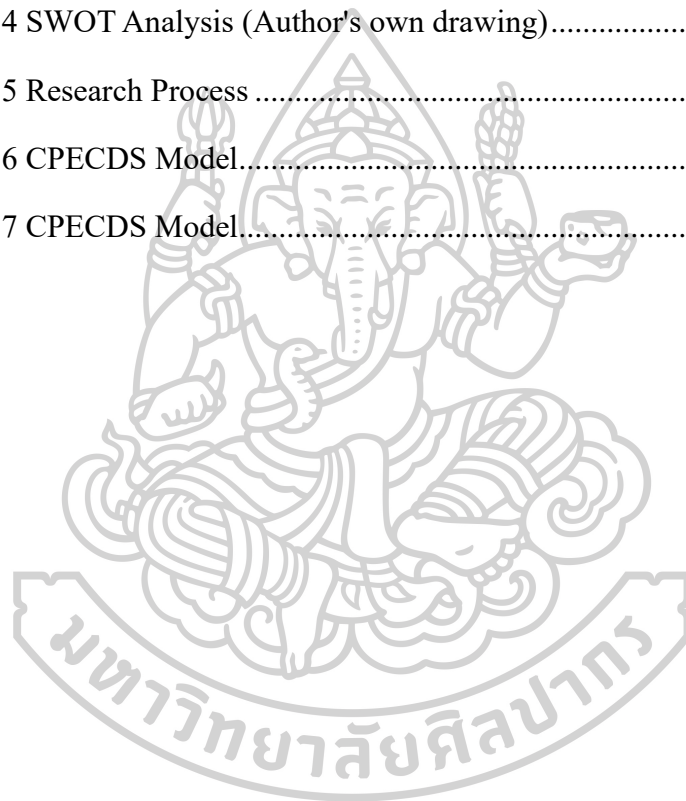
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Chapter 1

Introduction

1.1 Background to the Study

On October 20th, 2014, the State Council issued Document No. 46, Opinions on Accelerating the Development of Sports Industry and Promoting Sports Consumption, hereafter referred to as Opinions. The sports industry should be supported as a green industry and sunrise industry. It is proposed that by 2025, the total scale of the sports industry will exceed 5 trillion yuan, becoming an important force to promote sustainable economic and social development. According to the statistics of the relevant departments that drafted the Opinions, the total scale of China's sports industry was 953.2 billion yuan in 2012, and the actual average annual growth rate from 2006 to 2012 was 16.11%. Considering the internal structural adjustment and total volume growth of the sports industry in the future, it is expected that the average annual growth rate of the sports industry will be maintained at 16% from 2013 to 2020 and 10% from 2021 to 2025. According to this calculation, the total scale of China's sports industry in 2025 will be 5,029.8 billion yuan. The sports industry has become an internationally recognized sunrise industry in the 21st century with the most vitality and penetration and the most cross-cutting and pulling power, which will have a great impetus to China's economic transformation (General Office of the State Council, 2014). In the context of this country, sports projects such as table tennis have been proposed as one of the entry points for promoting nationwide fitness due to their widespread participation and ease of promotion. However, relying solely on the government to provide venues and equipment is far from sufficient. It is necessary to guide social forces and establish amateur table tennis clubs. The cooperation between the government and private clubs becomes an effective way to achieve this Goal. Table tennis, as an excellent means of fitness, not only benefits physical health but also cultivates positive attitudes, stable emotions, and social communication abilities.

In 2016, the State Council promulgated The National Fitness Plan (2016-2020), which mentions that, by 2020, the public's awareness of sports and fitness will be generally strengthened, the number of people who participate in sports and physical exercise will increase significantly, and the number of people who participate in sports and physical exercise will increase significantly by 1.5 billion per week (General Office of the State Council, 2016). By 2020, the number of people who are aware of sports and fitness has generally increased, the number of people who

participate in sports and exercise has increased significantly, the number of people who participate in sports and exercise once a week or more has reached 700 million, the number of people who participate in sports and exercise on a regular basis has reached 435 million, and the physical fitness of the masses has steadily improved. The educational, economic, and social functions of physical fitness for all will be brought into full play, and a situation of mutual promotion and development with various social undertakings will basically take shape, the total scale of sports consumption will reach 1.5 trillion yuan, and physical fitness for all will become a source of power for promoting the development of the sports industry, boosting domestic demand and forming new points of economic growth (General Office of the State Council, 2016).

The State Council's Outline for Building a Sports Power Country, released in 2019, outlines the strategic objectives of China's sports development. The short-term Goal set for 2020 aims to establish a new sports mechanism suitable for a prosperous society. This includes promoting innovative sports development, enhancing the physical literacy and health of the entire population, building a public sports service system, strengthening competitive sports, and fostering the high-quality development of the sports industry. The mid-term Goal set for 2035 plans to create a new sports landscape characterized by effective government leadership, social norms, market vitality, public participation, healthy social organizations, and improved public services. This will involve achieving a modern sports governance system and governance capabilities, popularizing national fitness, expanding the availability of sports venues, and ensuring most individuals reach a qualified physical level (General Office of the State Council, 2019).

Additionally, the sports industry will thrive and become a pillar of the national economy, while the influence and appeal of sports culture will continue to grow, playing a significant role in diplomacy. The long-term Goal is to comprehensively establish a modern socialist sports power by 2050, positioning China at the forefront globally in terms of physical fitness, sports prowess, and international influence. This will contribute to the great rejuvenation of the Chinese nation. As living standards improve, there is an increasing demand for national fitness. Physical activities not only promote health but also provide a positive form of leisure, helping individuals release emotions, reduce stress, and facilitate equal communication among residents, thereby mitigating the sense of alienation caused by social differences. The sports industry is also progressing steadily, attracting more people to participate in both traditional sports events and emerging sports and fitness projects. Localities are utilizing sports events to empower cities and drive urban development. For instance, Guangzhou has implemented various measures in national fitness, Guangzhou has taken a series of measures in national fitness and issued the Guangzhou National Fitness Implementation Plan (2016-2020) (The People's Government of Guangzhou Municipality, 2016), such as organizing the Mayor's Cup table tennis competitions

and other sports brand activities, as well as diverse group sports activities, yielding remarkable success. These activities serve as significant benchmarks for mass sports in Guangzhou and play a crucial role in promoting sports culture and establishing a positive city image. In today's fast-paced and high-intensity work environment, sports not only contribute to physical well-being but also support overall personal development. Sports have become a manifestation of Guangzhou's soft power. As living standards continue to rise, the demand for national fitness is increasing, and sports consumption is expanding into various areas.

Consequently, regions are placing a greater emphasis on promoting urban development through sports events. In the development of the national fitness service market, Guangzhou prioritizes mass fitness, longevity, and leisure time enjoyment. The city places equal importance on both conventional sports (such as football, basketball, swimming, badminton, tennis, and table tennis) and emerging sports, fitness, and entertainment projects, injecting new energy into the city's development.

In April 2022, The People's Government of Guangzhou Municipality released the Implementation Plan for Guangzhou's National Fitness (2021-2025). The document emphasizes the creation of Guangzhou as a world sports city, focusing on the development of traditional sports such as football, basketball, badminton, table tennis, swimming, rope skipping, and fencing. It aims to strengthen vibrant sports social organizations, promote the standardization of sports social organizations, seize the opportunities of Guangzhou's construction as an international consumption center city, increase the supply of high-quality sports products and services, deepen the structural reform of the supply side, promote the gathering of high-end sports consumption, and strive to create a national demonstration city for sports consumption (The People's Government of Guangzhou Municipality, 2022).

Table tennis is hugely popularity in China, and table tennis clubs are now an important part of China's fitness clubs, contributing to the development of the sports industry in a better direction. The professionalization of table tennis has led to the gradual development of table tennis clubs, which were developed earlier than the Chinese clubs. The birth of table tennis clubs in China was in 1995, until today, the development of table tennis clubs in China has gone through a lot of trials and tribulations but also experienced a number of ups and downs, which can be said to be a series of twists and turns. Today, table tennis clubs in China have shown great progress and achievements in their development. Although the clubs have been able to achieve better results, this has not effectively pushed the industrialization of table tennis clubs forward, and the phenomenon has even come to a halt. A for-profit enterprise not only provides employment opportunities for the government and pays taxes as a general social function, but at the same time, it should be able to make a profit while promoting the development of the sports industry and playing the role of a member of the socio-economy. Currently, the limited number of table tennis clubs,

insufficient facilities, and service offerings are unable to meet the demands. Therefore, it is crucial to innovate the operation model of table tennis clubs to enrich the table tennis culture in order to meet the fitness needs of people and promote the development of national fitness.

Table tennis clubs play an important role in the development of the service industry becomes more and more important, not only making people's lifestyles more diversified but also promoting the upgrading of the relevant industrial structure and gradually improving the relevant service function of the city and ultimately achieving the construction of a harmonious society of the beautiful prospects. An important component of the sports industry is the fitness and recreation market, which is a major manifestation of the socialization, marketization, and commercialization of mass sports. Many experts and scholars have suggested that the largest sports industry market nowadays will be the fitness and entertainment place, and in this regard, in the selection of the priority areas for the development of the sports industry, scholars and experts have focused more on the development of the sports, fitness and entertainment industry, which is composed of several individual markets. Therefore, it is very important to conduct in-depth research on this aspect and promote the practical significance of healthy and orderly development. In the process of deepening the reform of the sports system in China, operational table tennis clubs have been created and gradually developed as a social organization with the economic laws of the market. Nevertheless, the operational table tennis clubs in China are still a new thing without a perfect management model and rules and regulations. Therefore, it can be said that the primary problem that restricts the development of operational table tennis clubs is how to optimize the management more scientifically and reasonably.

Guangzhou has fostered outstanding athletes such as world-renowned table tennis players Liu Shiwen and Fan Zhendong. In addition, since 2009, Guangzhou has established the Mayor's Cup table tennis public series and harmonious competition, which is one of the earliest sports boutique brand events in the city. This event, taking the opportunity to welcome the Asian Games in Guangzhou, provides a platform for table tennis enthusiasts in the city to come together and enjoy themselves, attracting active participation from citizens of different regions, professions, and age groups. The Mayor's Cup table tennis public series and harmonious competition have been committed to increasing the participation of the general public, cultivating the table tennis culture atmosphere in our city, and actively promoting the deep integration of national fitness and public health. Through continuous reform and innovation, this event strives to create a memorable and warm table tennis event for the citizens, further strengthening the brand IP status of Guangzhou's mass sports boutique events and contributing to the construction of Guangzhou as a world-renowned sports city. The development of amateur table tennis clubs in Guangzhou is particularly important as it helps improve the quality of life for citizens, promotes physical health, and also

drives the development of the sports industry, achieving sustained economic growth and meeting the requirements of comprehensive development.

Applying sports management concepts and methods to club operations can significantly improve the organizational efficiency and management level of the club. This includes the research and analysis of the current status of the club and the market environment, clear strategic Goals, rational and scientific operation management plans, implementation of action plans, supervision, and feedback. Through these steps, the club can better manage resources, attract members and supporters, improve operational efficiency, and achieve long-term strategic Goals, thereby enhancing its overall management level. By optimizing training programs and development models, through a deep understanding of sports management principles, methods, and tools, the professional level of the club can be improved and applied to club operations, innovating and optimizing the club's operating model, combining the characteristics and needs of mass leisure time, making the club more attractive and competitive, and allowing more people to participate in table tennis during their leisure time. Nowadays, people's leisure time is mostly occupied by electronic products, lacking physical activity. Integrating sports activities into people's leisure time provides a positive, healthy, and meaningful leisure choice, which not only contributes to physical health but also improves mental well-being. The relevant policy documents issued by the State Council and the Sports Department of China provide guidance for club operations and mass leisure time, implementing and implementing these policy documents, formulating specific operational strategies and plans based on the actual situation, and promoting policy implementation can help clubs achieve better sustainable development, meet the sports needs of the people, promote the development of mass sports, and improve the sports quality and skill levels of the people.

In the context of the national efforts to promote nationwide fitness and develop the sports industry, table tennis, as a widely loved sport, has a large mass base. Amateur table tennis clubs are one of the main places where table tennis enthusiasts pursue their sporting interests. The management and operation of these clubs are constantly improving while also increasing their influence, becoming an important development trend in the field of table tennis. In this background, combined with the actual situation of table tennis and sports club development in Guangzhou, studying the operation and management of amateur table tennis clubs in Guangzhou has significant research significance. This research can delve into various aspects such as the organizational structure, operation mode, member needs, and market promotion of the clubs, aiming to provide beneficial suggestions and guidance for promoting the sustainable development of amateur table tennis clubs and improving their status in the local table tennis community. Such research will help better meet the needs of sports enthusiasts, promote the prosperous development of table tennis, and contribute

to the further development of nationwide fitness and the sports industry.

1.2 Purposes of the Study

1.2.1 To study the current situation of the development of amateur table tennis clubs in Guangzhou.

1.2.2 To develop the GROW-SWOT Model combine 4M Management Theory and McKinsey 7S model to establish a new model for the operation of amateur table tennis clubs in Guangzhou.

1.2.3 To evaluate the feasibility of the development of GROW-SWOT Model on the operation of amateur table tennis clubs in Guangzhou.

1.3 Research Questions

1.3.1 What is the current status of the development of amateur table tennis clubs in Guangzhou?

1.3.2 How to develop the GROW-SWOT Model and implement the model to promote the efficient and healthy development of amateur table tennis clubs in Guangzhou?

1.3.3 Is the GROW-SWOT Model valid for the operation model of amateur table tennis clubs in Guangzhou?

1.4. Scope of this Study

According to the concept of the problem-solving process, the GROW-SWOT Model can innovatively help amateur table tennis clubs to analyze the operation model, which can help clubs to more clearly understand the current situation of their operation model, the researchers set the scope of the study.

1.4.1 Content of the Study

This study examines the impact of the GROW-SWOT Model on the operation model of amateur table tennis clubs in Guangzhou.

1.4.2 Study Population and Sample

Research Population

The operating system of amateur table tennis clubs in Guangzhou includes managers, coaches, and consumers, with a total population of 16,054 people.

Research Sample

Researchers selected a proportional sample size is 407 individuals. 377 consumers were questionnaire survey and 30 individuals were interviewed, consisting of 10 coaches, 15 managers and 5 consumers.

1.5 Definition of Key Terms

Sports Clubs

A sports club is an organization or association designed to provide opportunities and a place to socialize in a variety of sports. These sports include, but are not limited to, soccer, basketball, volleyball, badminton, table tennis, tennis, golf, running, etc. Different types of sports clubs will provide the right environment and facilities to attract people with different sporting levels and needs.

A sports club usually consists of a group of volunteers, experienced athletes, or coaches who are dedicated to teaching new skills, strengthening personal health and social relationships, and encouraging an understanding of and participation in sports. Clubs may provide training, competitions, contests, social events, etc., for their members and may sometimes partner with other clubs or organizations in order to participate in or host competitions or other events.

Sports clubs are often considered to be centers of socialization, health, and education, providing opportunities where individuals can build long-lasting friendships, maintain healthy lifestyles, and promote personal growth. Because clubs are designed to provide sport and recreation, they are very popular in many different settings, such as in schools, neighborhoods, the military, workplaces, and cities.

Amateur Table Tennis Clubs

The amateur table tennis club studied in this research refers to a for-profit club focused on table tennis that operates as a recreational facility and provides services to all members of society, utilizing the leisure time of consumers. Following market operation principles, it is an economic entity that provides recreational services to its target audience, operates independently, assumes financial risks, and has a legal personality. These clubs provide a place for table tennis enthusiasts of different skill levels and ages to exercise and interact with each other. These clubs typically focus on entertainment, training, and nurturing table tennis talents. The Goal of these clubs is to cultivate and improve the participants' table tennis skills and promote the exchange of table tennis sports.

Operation

The operation mode refers to the specific business strategies and management methods adopted by the Guangzhou Amateur Table Tennis Club to achieve its Goals. This mode covers the competitive factors of table tennis course training and athlete selection. At the same time, community participation is also an important component of the club model. The club encourages active participation from the public and collaborates with them to focus on the growth of table tennis enthusiasts, which is a social factor. In addition, the club also needs to raise funds through cooperative sponsorship and strengthen publicity to ensure the sustainability of its operation, which is an economic factor. The design of the operation mode can affect various

aspects of the club's business situation, such as profitability and brand influence, so it is crucial for the success of the club. Common operation modes include direct sales, distribution, diversified operations, franchise chains, and sharing economy, among others.

Implementation

Implementation refers to the process of applying the model and its elements to the actual operation of amateur table tennis clubs in Guangzhou. This process includes, but is not limited to, Goal evaluation, current situation investigation, development of an improvement plan, implementation of the plan, monitoring and feedback, implementation principles and details, precautions, etc., to ensure the model's effectiveness in the clubs' actual operations.

1.6 Expected Benefits of this Study

1.6.1 To keep abreast of the basic status quo and future development trend of the operation model of amateur table tennis clubs in Guangzhou, to provide a theoretical basis for the improvement of the operation model of amateur table tennis clubs in Guangzhou, and to provide reference and reference for the operation model of other amateur sports clubs in Guangzhou, to promote the development of leisure sports industry in Guangzhou.

1.6.2 Combining the GROW-SWOT Model with the operation model of the Guangzhou Amateur Table Tennis Club is of great significance for the application and development of the GROW-SWOT Model in the field of operation and management of amateur sports clubs.

1.6.3 The construction of the GROW-SWOT Model is a realistic guide to the internal structure of the operation model, which provides substantial guidance for the improvement of the development of amateur table tennis clubs in Guangzhou and ensures the improvement of the development level, thus promoting the sustainable development of amateur table tennis clubs in Guangzhou.

Chapter 2

Literature Review

This study uses the GROW model, 4M management theory, McKinsey 7S model, SWOT analysis method, and domestic and international related research theory to systematically analyze and summarize the operating model of amateur table tennis clubs in Guangzhou. It mainly includes the following aspects.

1. Theories of model
2. Theories of the GROW Model
3. Theories of management
 - 3.1 4M Management Theory
 - 3.2 McKinsey 7S Model
4. Theories of SWOT Analysis
5. Amateur table tennis club
6. Previous research

2.1 Theories of model

According to the book Educational Research, Methodology, and Measurement.

An International Handbook, there is a comprehensive discussion of models and their definitions. The following are the key points regarding the definition of a model.

Models are proposed structures used to study the relationships between variables. They combine variables or hypotheses into a hypothetical framework for ease of understanding and research. Due to the complex interactions of multiple factors, models are particularly important in educational research (Keeves, 1990).

In Models, the Third Dimension of Science argue that a model in science and mathematics is usually represented as a formal representation rather than a simple copy. It is a deliberately chosen construct to represent something, showing itself, other things, and specific forms of representation. In mathematics.

1. Define the purpose, Specify the use and objectives of the model. For example, is it for teaching, research, or engineering design.

2. Collect data and information, according to the purpose of the model, collect relevant theories, data, and information.

3. Design and construct, design the structure and components of the model based on the information collected. This may include sketching, calculating equations, and selecting appropriate materials or software,

4. Validation and testing, once the model has been built, it needs to be tested and validated to ensure that it accurately represents the object or phenomenon being studied. 5. Modification and refinement, based on the test results, the model is adjusted and optimized to improve its accuracy and reliability (De Chadarevian & Hopwood, 2004).

In short, the model flavors what represents the structure of ideas or the composition and relationships of the various important elements of the thing under study.

Classification of models

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

1. Informal and formal models

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

Formal models exist outside the mind of the modeler in a concrete, explicit form that can be critically reviewed and evaluated so that they can be consciously improved and modified. Formal models can be further divided into the following categories.

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

Physical models are models of actual physical forms, e.g., wind tunnel experiments, fertilizer trials on experimental fields, dolls, dolls' houses, etc.

Role-playing models are methods of policy analysis that combine mental and formal models, e.g., actors in theatre, children playing families with dolls, Monopoly games, etc.

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

2. Symbolic models

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

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

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

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

Disciplinary models are the models based on the knowledge of a single discipline,

e.g., economics, physics, physiology, sociology, etc. Thematic models are capable of dealing with a well-defined set of problems, e.g., price and income policy trade policy in the field of agricultural policy.

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

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

1. Degree of Formalism

Formal Models use a well-defined modeling language (with clear syntax and semantics).

Informal Models lack of a strictly defined modeling language and are freer but may have problems with precision and consistency.

2. Physicality

Physical Models are concrete physical representations, such as physical models.

Abstract Models or Non-concrete representations can be further divided into descriptive and analytical models.

3. Content Representation

Descriptive Models describe logical relationships and system structure, such as functionality and physical architecture.

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

4. Dynamism

Dynamic Models describe the state of the system over time.

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

5. Domain Specificity

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

6. System Integration

System Models are usually hybrid models across multiple domains to ensure a consistent and coherent representation of the system.

7. Simulation Type

Simulation. The method of executing a model, which may include computer simulation, is divided into real-time simulation, non-real-time simulation, etc (Friedenthal et al., 2019).

Process of developing the model

Proposed the process of developing a model in four phases, which are defining the problem entity, conceptual modeling and proof of concept, computer coding and code validation, and model implementation and operational validation. Each phase is described in detail below.

1. Defining the problem entity

The starting point for model development is the identification of the problem entity, i.e., the land change process or phenomenon under study. The selection of the problem entity is usually driven by the research question and is influenced by the researcher's understanding of the context to determine the scope and objectives of the model.

2. Conceptual modeling and proof of concept

After analyzing the problem entity, a conceptual model is developed. This is a description of the problem entity, usually including its components and their relationships, and the representation can be in the form of equations, conceptual diagrams, or textual descriptions. The model developer's implicit understanding of the system is made explicit for testing, critiquing, improvement, and validation.

3. Computer coding and code validation

The computer model is generated by implementing the conceptual model into computer code. This phase is essentially a software development task, but it is not entirely separate from the other phases. The model structure is implemented and validated to ensure that the model behavior conforms to the design.

4. Model implementation and operational validation

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

In 'Understand, Manage, and Prevent Algorithmic Bias' points out that model development is a complex and nuanced process that involves five major steps, design, data processing, model assembly, validation, and implementation. Each step can introduce bias and needs to be approached with care. Through this process, researchers are able to develop models that are applied in real business environments to support decision-making (Baer, 2019).

The five main steps of the model development process.

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

2. Data engineering, including sample definition, data collection, sample delineation, data quality processing, and data aggregation.

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

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

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

In Explanatory Model Analysis. Explore, Explain, and Examine Predictive Models with examples in R and Python defined a model as a tool for simplifying and abstracting a system or phenomenon in the real world, represented mathematically, physically, or logically. The purpose of a model is to understand, explain, or predict the behavior of a real system. It is thought that models can help us to make predictions about the behavior of a system without fully understanding all the variables. They can be explanatory (for inferring cause and effect) or predictive (for predicting future outcomes) (Biecek & Burzykowski, 2021).

The model consists of three factors.

1. Data collection and preparation. High-quality data are the basis for building good models. The data collection and preparation phase include understanding the structure of the data, cleaning the data, and dealing with missing values,
2. Model Selection and Fitting. Select an appropriate model based on the nature of the problem and fit the model using the training data. This step usually requires several iterations to optimize the model performance,
3. Model validation. Evaluate the performance of the model through methods such as cross-validation to ensure the model's ability to generalize on new data. Model validation is a crucial step in the model development process.

The article CRISP-DM. Towards a Standard Process Model for Data Mining describes CRISP-DM as a standardized data mining process model, which divides the process of model development into six phases. Business Understanding, Data Understanding, Data Preparation, Modelling, Evaluation, and Deployment, which are not strictly sequential, but rather the next task is decided based on the results of each stage. CRISP-DM has shown significant advantages in both theory and practice. Its versatility, flexibility, and structured process provide reliable guidance for data mining projects (Wirth & Hipp, 2000).

2.2 GROW Model

GROW Model originated from coaching technique and is the basic model of coaching technique. Graham Alexander developed the GROW Model, and John Whitmore popularized the GROW Model in his book *Coaching for Performance* in 1992. In 1992, John Whitmore popularized the GROW Model in his book *Coaching for Performance*. From the literal meaning of the word GROW, the purpose of GROW is to help trainees grow and develop, and it is a helpful relationship and process to help the trainees achieve their personal and organizational Goals by improving their willingness and behaviors and by facilitating them to achieve behavioral changes so that they can have an awareness of self-improvement and take the initiative to learn. In the 1980s, the GROW Model was first used in corporate training and has been

widely used in the fields of corporate management, psychological counseling, career planning, and quality skill enhancement (Whitmore, 2009).

Composition of the GROW Model

GROW is an acronym that stands for Goal, Reality, Option, and Will.

Goal Clearly define the Goals that the person being coached wants to achieve. During the Goal phase, help organizations and managers to specify concrete Goals together. These Goals can be personal, professional, or team-based. Goals should be measurable to track progress and achievements. Specific Goals help inspire motivation and focus attention, helping the person being coached understand the specific results they want to achieve.

Reality Evaluate the current situation and challenges. In the reality phase, help organizations and managers review and assess the current situation. This includes the organization's strengths, weaknesses, resources, and constraints. By using surveys and interviews, organizations and managers can objectively understand their current situation, identify aspects that can support Goal achievement, and identify areas needing improvement.

Options Explore various possible action plans. In the options phase, help organizations and managers discuss potential action plans. This involves generating multiple choices and solutions assisting businesses and managers in considering how to achieve Goals. Provide professional advice and guidance through investigation and analysis of the current situation, but the final decision should be made by the organization and managers themselves.

Will Develop specific action plans and commitments. During the action phase, organizations and managers create specific action plans, clarifying the steps and timeline to be taken. Short-term and long-term Goals are usually set, with practical plans developed to achieve these Goals. Additionally, organizations and managers should focus on monitoring and feedback to make adjustments and improvements during the implementation of action plans.

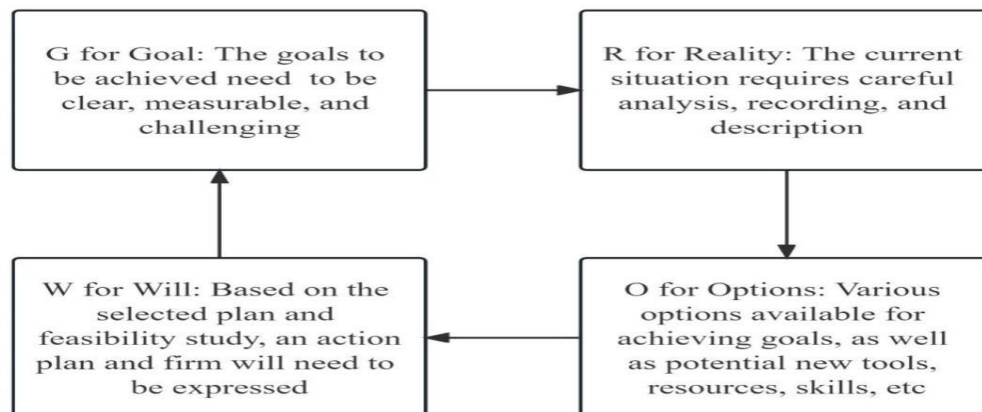


Figure 1 GROW Model (Author's own drawing)

Development of the GROW Model

GROW Model originated from coaching technique and is the basic model of coaching technique. Graham Alexander developed the GROW Model, and John Whitmore popularized the GROW Model in his book *Coaching for Performance* in 1992. In 1992, John Whitmore popularized the GROW Model in his book *Coaching for Performance*. From the literal meaning of the word GROW, the purpose of GROW is to help trainees grow and develop, and it is a helpful relationship and process to help the trainees achieve their personal and organizational Goals by improving their willingness and behaviors and by facilitating them to achieve behavioral changes so that they can have an awareness of self-improvement and take the initiative to learn. In the 1980s, the GROW Model was first used in corporate training and has been widely used in the fields of corporate management, psychological counseling, career planning, and quality skill enhancement (Whitmore, 2009).

When it comes to coaching, the first thing that comes to mind is football and tennis coaching, and stemming from sports coaching is the GROW Model. Influenced by Timothy Gallwey's 1974 book, *The Inner Game of Tennis*, the GROW Model relies heavily on the use of clever questions and following a clear structure to achieve Goals. The similarities between Gallwey's Inner Game and Grow's coaching model can be illustrated through the example of not focusing on the ball, noticed that players could often see what they were doing wrong but could not bring about lasting change by simply being told what they should do! Instructions like these might be given during tennis practice. Concentrate and try to correct the training subject's mistakes. But the problem with these kinds of instructions is that the trainee can follow them for a short time, but they don't stick in their mind for long. One day, instead of giving the instructions, Gallwey asked the player to say bounce (bouncing) out loud when the ball bounced and hit (bucking) out loud when the ball hit the ground.

Because of the change in coaching style, instead of the players' eagerness to express in their minds that I have to watch the ball closely during training, it was more like a simple and enjoyable game, and in this way, the players made great progress in a relaxed manner. When Gallwey saw that he had improved the trainee's level of performance in this way, he stopped giving instructions and started to ask questions to help the trainee find out what worked and what needed to be changed, and the GROW Model is similar to this. For example, the first step in the learning process is to set a Goal that the trainee wants to achieve. If a player wants to improve their serve, Gallwey asks how many first serves out of 10 will be the Goal. The reality is to have the player serve 10 times and see how many of those serves are first serves. Gallwey then asks awareness-raising questions like, what do you notice you're doing differently when the ball goes in or out? This question allows players to discover for themselves what is happening in their minds and bodies when they serve. Then, identify their obstacles and options so that they know for themselves that they must change to reach their Goals and, therefore, have a clear path forward. The founders of both the Inner Game Approach and the GROW Model agree that many people struggle to achieve their Goals because they don't learn from experience and don't realize the existing knowledge that can help them (Timothy, 1974).

In conclusion, the GROW model has been widely applied globally, especially in corporate employee training, while its application in the sports field is relatively limited. Domestically, the GROW model is more commonly used in higher education and university student training, with little to no application in the sports field.

2.3 Management Theory

2.3.1 4M Management Theory

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

Management

Management is the collective effort of a group of people within an organization to achieve a common Goal. It includes planning, organizing, selecting people, leading or guiding, and controlling an organization or its work. Human resources management involves the use of positions and the allocation of human, financial, technical, and natural resources to facilitate the progress of an organization.

Man

Human resources are one of the most valuable assets of an enterprise. To make the most of the potential of this asset, enterprises need to make efforts in the following key areas, continuous training of employees to improve their skills and knowledge, creating a safe, healthy, and inspiring working environment, promoting collaboration and exchange among employees, and improving team cohesion and efficiency.

Money

Effective financial management of the company's financial resources is the foundation for the enterprise's survival and development. Key links include various ways to raise funds for business operations and development, formulation, and implementation of budgets, reasonable control of cost expenditure, cost control, optimizing production operating costs, and increasing the profitability of enterprises.

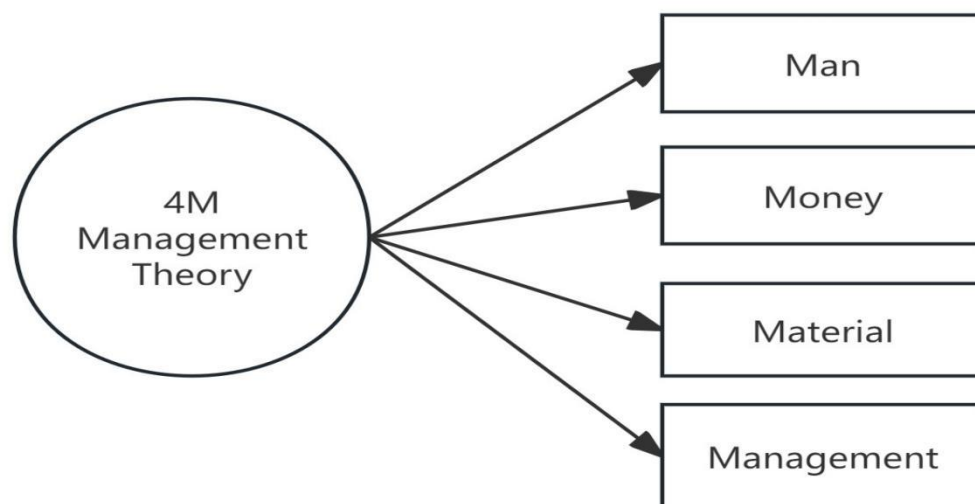


Figure 2 4M Management Theory (Author's own drawing)

Conducted a comprehensive survey of the Management Model of the National Sports University's Excellence Sports Center based on the McKinsey 7S model and 4M management principles. The findings of this research were published in a paper in 2022 by the National Sports University Centre for Sports Excellence Management Model. We conducted comprehensive interviews with stakeholders, including sports center managers, coaches, athletes, and other relevant individuals, to collect primary data and gain practical operational insights. Create and distribute survey questionnaires to measure the management indicators suggested in the study and evaluate their practicality and efficacy. The acquired data undergoes statistical analysis procedures to validate the study assumptions and derive results. The findings indicate that the management framework of the National University of Sports

Excellence Sports Centre necessitates a thorough examination of the following factors.

1. Organizational composition, strategic allocation of managers and coaches, explicit delineation of duties, and enhanced productivity.
2. Resource allocation refers to the effective administration and utilization of resources, including financial resources, equipment, and facilities, in order to ensure the seamless execution of training and competitions.
3. Training and development. Offer ongoing training and development opportunities for coaches and players to enhance their expertise and enhance their ability to compete.
4. Evaluation and feedback. Implement a rigorous evaluation system based on scientific principles to periodically assess the efficacy of management measures. Utilize feedback to make necessary adjustments and enhancements.

The study examined the viability and potential for implementing the management paradigm in practice. Initially, the study determined that the current management approach was theoretically viable but necessitated adaptable modifications to suit the particular circumstances in practical implementation. Furthermore, the problem of resource allocation, namely the scarcity of financial resources and equipment, significantly impacts the efficacy of implementing the management model. In addition, empirical operations have confirmed the significance of training and development, as ongoing training greatly improves the team's overall proficiency and competitiveness. Ultimately, the study suggested implementing enhancements to bolster the overall administration and operational effectiveness of the Center of Excellence. These changes involve reinforcing collaboration with external organizations, securing additional resources, and refining internal management procedures. This paper presents a management model for the excellence of the National Sports University Sports Centre, which has been developed and confirmed via theoretical analysis and practical investigation. The findings indicated that a well-organized personnel framework, efficient allocation of resources, continuous training, and a rigorous evaluation system were crucial for attaining effective management of the Sports Center of Excellence. This study offers significant insights and direction for future research and practice in the field of sports management (Chamnanjan & Koeipakvaen, 2023).

2.3.2 McKinsey 7S Model

In the late 1970s, McKinsey & Co. began developing the McKinsey 7S model, a conceptual framework that proved useful in diagnosing the causes of organizational malaise and formulating improvement programs. The model reflects an effort to provide a solution to the widespread frustration executives experienced during their interactions. It effectively deals with general management problems related to

strategic and organizational factors. The framework surpasses the classic, simplistic idea that structure follows strategy is crucial. This connects strategy not only to structure but also to the other five elements. In addition to strategy, the structure of the framework, as well as other elements or variables, are discussed below. These include shared values, skills, staff systems, and style. The authors reckon that the model consists of seven mutually interdependent elements. This approach allows the authors to highlight and address these issues more effectively. The authors aim to more effectively address the complexity associated with general management decisions. The authors argue that they postulate the need for fit or There is harmony between the seven elements of the framework, which is an essential feature for successful strategy implementation.

Strategy

A strategy is a coherent set of actions aimed at gaining a sustainable competitive advantage, improving the position of customers, or allocating resources.

Structure

The accompanying document includes an organizational chart that outlines the reporting hierarchy and the division and integration of tasks.

Systems

Processes and procedures that show how the organization gets its day-to-day work done (information systems, capital budgeting systems, manufacturing processes, quality control systems, and performance measurement systems are all good examples).

Style

Tangible evidence of what management thinks is important is the way it collectively spends its time and attention and uses symbolic behavior. It doesn't matter what management says. It is the way management behaves.

Staff

The people in the organization. It is useful to consider not individual personalities but the demographics of the company.

Shared values

These values extend beyond but are likely to include simple statements of purpose that determine the business's fate. The majority of the organization's members must share these values to align with this concept.

Skills

A derivative of the rest. Skills are competencies possessed by the organization as a whole rather than by its people (The concept of corporate skills differs from the sum of its employees, which may seem difficult for many people to understand, however, some organizations that employ only the best and brightest are unable to accomplish seemingly simple things, while others show extraordinary achievements alongside ordinary people.) (Waterman Jr et al., 1980).

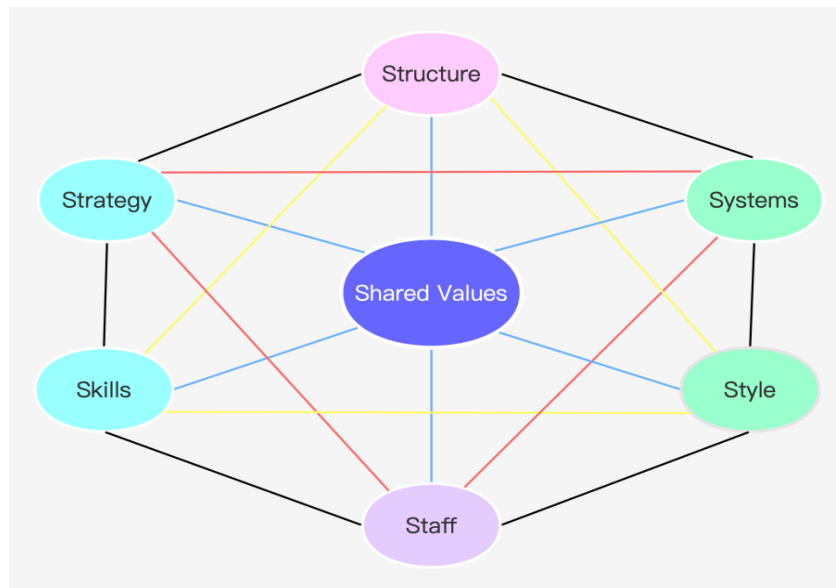


Figure 3 McKinsey 7S Model (Waterman Jr et al., 1980)

In Based on the McKinsey 7S Theory of the Study of Taekwondo Club Management in Dalian. This paper systematically analyzes the management model of Taekwondo clubs in Dalian, based on McKinsey 7S theory, in order to improve the club's management level and market competitiveness. The study's background stems from the national policy of supporting the sports industry, particularly Taekwondo's rapid development as a globally popular sport in China. Through the literature method, questionnaire survey, interview method, and mathematical statistics, the study found that Taekwondo clubs in Dalian are deficient in strategic planning, organizational structure, system soundness, management style, personnel training, skill enhancement, and common values. Most clubs focus only on short-term Goals, have a simple organizational structure, inadequate systems, a single management style, insufficient personnel training, a lack of systematic skills enhancement, and a lack of a clear cultural philosophy. The study proposes improvement suggestions such as formulating

scientific strategic planning, optimizing organizational structure, a sound management system, a flexible management style, strengthening personnel training, and establishing common values in order to comprehensively improve the club's management level market competitiveness and achieve sustainable development. McKinsey 7S theory provides a theoretical foundation and practical guidance for optimizing the club's management model through comprehensive and systematic analysis and improvement. Future research can combine specific cases to further explore the practical application effect of 7S theory in Taekwondo club management (Zhou, 2018).

Managing strategic alignment of basketball club Fenerbahce to increase effectiveness, Management and effectiveness enhancement of professional sports clubs has become a hot topic in academic research and practice. Fenerbahce Basketball Club, as a leader in Turkish and European basketball, provides valuable lessons for other clubs in terms of the success of its management model. This study adopts a case study approach with Fenerbahce Basketball Club as the subject of the study and uses the McKinsey 7S model for systematic analysis. Through literature review, data collection, and analysis, the study found that Fenerbahce Basketball Club possesses significant strengths in strategy development, organization structure, system building, shared values, professional skills, talent management, and leadership style, but also has some shortcomings. Specifically, the club is strategically forward-looking but needs to be further optimized to cope with the new market and competitive environment, the organizational structure is relatively sound, but some of the division of responsibilities is still unclear, the system construction is well supported, but needs to be constantly updated to meet new needs, the shared values are widely recognized and have improved team cohesion, the management and coaching team have high levels of expertise, but need to strengthen the training of new employees and young players, talent recruitment and leadership styles are not as strong as they used to be, and there are some weaknesses. The management and coaching team have a high level of professional skills but need to strengthen the training of new employees and young players, the talent recruitment and incentive mechanism is relatively good but needs to be further optimized to stimulate the potential of the staff, the leadership styles are diverse and effective but need to strengthen the co-ordination and co-operation among the leadership. Based on the above analysis, this study puts forward specific suggestions to optimize strategies, structures, and systems, strengthen skills training and talent incentives, and enhance shared values, which provide a theoretical basis and practical guidance for the sustainable development of the club, as well as a useful reference for the management of other sports clubs (Proleta, 2024).

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

A Study on the Relation between Corporate Governance and Performance of Sport Industry Companies. Based on the uniqueness of the sports industry, the researcher takes 53 companies listed on the New Third Board and the Shenzhen, Shanghai, and Hong Kong Exchanges and Clearing Limited, which are mainly engaged in the sports industry, from 2007 to 2016 as the research objects, and applies the relevant theories of corporate governance, including the principal-agent, resource dependence, and stakeholders theories, and through theoretical studies, empirical analyses and comparative studies, the unbalanced panel data consisting of 242 observations are the internal governance of sports companies and its relationship with performance are analyzed. The study aims to provide a reference for improving the governance quality of sports companies, creating a transparent and highly honest sports industry environment that attracts long-term business and social capital investment, thereby supporting the value-added and social value enhancement of the sports industry. The main conclusions of the study include that the special characteristics of the sports industry require companies to improve their governance mechanisms as soon as possible, that sports companies in different exchanges present different governance characteristics, that corporate governance has an important impact on performance, and that strategic recommendations are made to optimize the governance of sports companies. The innovation of this study is to apply the theory of corporate governance to the sports industry, the first time to use panel data to empirically study the impact of internal governance on the performance of sports companies and to fill the gap in the study of governance in the sports industry. However, there are some limitations to the study, such as the small sample size and the fact that only companies listed on specific exchanges were considered (Zhang, 2018).

Reframing physical activity in sports development, managing Active Partnerships' strategic responses to policy change. This study employed a case study method using the Multiple Streams Framework (MSF) to explore the role of senior personnel in strategic management when responding to policy changes within active partnerships in the United Kingdom. The research found that these senior practitioners exhibited policy entrepreneur behavior during the policy process, influencing policy outcomes and advocating for sector interests. The study focused on rapidly changing policy domains, where active partnerships formed the framework for regional sports work, and proposed the conceptual framework of policy entrepreneurship, highlighting how individuals and organizations engage in the policy process to

achieve their Goals. The research argues that the field of sports policy is undergoing a period of transformation, requiring senior managers to realign their priorities to adapt to a constantly changing environment utilizing flexible policy entrepreneurship platforms to address fluidity, uncertainty, and ambiguity. Additionally, individuals' perspectives on the policy process play a crucial role in shaping stakeholder interpretations of policies and strategic objectives, with some individuals engaging in networking and advocacy activities beyond formal negotiation processes. The study also highlights that the fluidity and transformative nature of the policy environment demands specific skills that may not necessarily be related to traditional sports management. Finally, the study mentions some limitations but emphasizes the value of the experiences of active partnerships in understanding future policy change and management, particularly in the fields of sports and public services (Beacom et al., 2023).

Should we try out for the major leagues? A call for research in sport operations management. This study highlights the underdevelopment of operations management (OM) research in the sport industry, emphasizing the lack of cumulative learning and weak links between sport and OM research. This paper calls for more theory-based research and rigorous empirical testing to further develop this topic. It also suggests several research directions to improve off-field performance in sport operations. Advocates the application of OM theories, tools, and techniques to sport management. Emphasizes the need for a research agenda to synthesize existing research in sport OM, identify unexplored themes, and suggest useful directions for future research. A literature review of sport operations management (OM) identified a variety of OM topics with applications to sport contexts. Selected papers were categorized into nine OM themes, capacity, layout, forecasting, purchasing and SCM, distribution, quality, project management, process design, and strategy. Within the capacity theme, research focused on areas such as ski resort operations, the organizational capacity of community gymnastics clubs, and the relationship between the physical facilities of a hockey rink and the service experience (Kauppi et al., 2013).

Conducted The Role of the Cash Flow Table in Substantiating Effective Management Decisions in Sports Organizations. This article describes the details and calculations of a cash flow statement. A cash flow statement divides the cash flow of a sports organization into operating activities, investing activities, and financing activities. The direct and indirect methods are the two methods of calculating cash flow. The direct method uses income and expenses generated by the three activities (operating, investing, and financing activities), while the indirect method calculates it by correcting the net result with non-monetary elements and changes in assets corresponding to the identified activities. Based on cash flows, a system of rates can be calculated to assess the financial risk of the company in terms of liquidity and solvency. Recommended financial ratios include the cash flow from operating

activities ratio, the total financial debt coverage ratio, the current liabilities coverage ratio, the fixed asset financing ratio, and the interest coverage ratio. These ratios can help assess the financial health of a sports organization in terms of its ability to generate cash from sales, its ability to service its liabilities, its coverage of short-term debt, its financing of fixed asset purchases, and its ability to pay interest. By monitoring the cash flow balance and accurately forecasting cash flow, it is possible to assess the financial equilibrium of an organization and ensure financial stability (Bamford et al., 2018).

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

Research on Innovation and Scientific Operation Management in Sports Industry. This article proposes strategies for the integrated development of the sports industry in the Greater Bay Area of Guangdong, Hong Kong, and Macau. These strategies include the formulation of policies and regulations, the establishment of a cross-border sports cooperation leadership group, the construction of a consultation network system, and an expert committee in order to promote cooperation and communication in the regional sports development of the Greater Bay Area. Additionally, adjustments to the layout of competitive sports projects, the cultivation of reserve talents, and the strengthening of cooperation in advantageous projects are proposed to achieve the improvement of the sports industry chain. The coordination of different departments, the establishment of exchange platforms, and the sharing of resources are emphasized to achieve mutual complementarity and win-win results. Finally, by leveraging large-scale sports events, the development of the regional sports industry can be enhanced, promoting the linkage between sports and tourism and elevating the status of sports tourism (Yang, 2019).

Sought the sport industry in growing economies, critical issues and challenges to stimulate scholarly investigations into the obstacles confronted by the sports industry

in emerging economies and to foster further study and resolutions in this domain. Professional sports in developing nations, such as African and Latin American soccer players or athletes from Africa and the Caribbean, are perceived as a means of escaping poverty. Numerous countries are directing their attention towards sport tourism and event-driven economies as a strategy to augment their revenue. The involvement of Major League Baseball in Latin America brings attention to the tension between preserving domestic sporting customs and importing professional sports from North America. The globalization of sports has resulted in the worldwide movement of participants, capital, and labor. This paper promotes scholarly investigations into marketing and business operations within the sports industry of emerging economies. Affiliated companies of global sporting goods manufacturers in developing nations provide local firms with resources to enhance their production skills and technological advancement. Corporations such as Nike and Reebok oversee subcontractors in emerging economies to ensure compliance with industrial specifications and quality standards. The international migration of sports labor has escalated under globalization, with emerging economies welcoming talented athletes and coaches to bolster teams and enhance the quality of games. African American professional baseball players from the United States often travel to Cuba or the Dominican Republic to participate in their leagues, resulting in heightened competitiveness and attendance in Latin American leagues (J. J. Zhang et al., 2018).

Study on the Strategies for Reform and Innovation of the Management of the Sport Industry. Research has indicated that the overall situation of sports industry management in China is not optimistic, with certain issues hindering its smooth operation. To achieve the commercialization and industrialization of sports, it is necessary to focus on the management of the sports industry. Currently, China has recognized the importance of strengthening sports industry management and has increased research efforts to ensure its effectiveness. However, the overall situation of sports industry management in China is not optimistic, with certain issues hindering its smooth operation. These include outdated management concepts, lack of talent, and inadequate development of the sports market. Therefore, it is necessary to deepen the reform of sports industry management in China and promote innovative development. By updating the business thinking of the sports industry, the survival and development of sports business units can be ensured, and the sustainable development of the Chinese sports industry can be promoted. Updating the business thinking of the sports industry needs to be done in several aspects. First, there is a need to update the strategic concept of sports industry management. This includes forming a forward-looking, comprehensive, and long-term strategic concept, taking into account the development status of the sports industry, the current management situation, and the trends in the sports market. Second, there is a need to update the market concept of sports industry management. This includes focusing on providing

services to sports consumers and promoting the dynamic balance of the sports market based on consumer demands. Third, there is a need to update the competition concept of sports industry management. The healthy development of the sports industry requires fair competition among sports business units. Finally, there is a need to update the innovation concept in the sports industry to promote innovative development (Fu, 2020).

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

In summary, there are several key themes in the field of sports management and management theory. Researchers have delved into important issues within the sports industry through various research methods, such as literature analysis, field observations, and survey interviews. These issues include sports club management, the relationship between corporate governance and performance, sports venue operations management, sports industry development strategies, financial management, risk management, and the knowledge and skills of sports managers. These research findings provide profound insights into understanding the challenges and opportunities in sports management. They emphasize the importance of combining theoretical knowledge with practical experience in cultivating excellent sports management talents while also providing valuable guidance for the sustainable development of the sports industry and the improvement of management quality. These studies not only contribute to a deeper understanding of the field of sports management in the academic community but also offer important practical insights into the industry, with the potential to provide strong support for the future development of the sports industry.

2.4 SWOT analysis

Albert S. Humphrey did not directly define and explain the SWOT analysis method, but his research and contributions laid the theoretical foundation for SWOT analysis. The project led by him at the Stanford Research Institute aimed to evaluate the key factors of company strategic planning, especially focusing on internal strengths and weaknesses, as well as external opportunities and threats. However, he used terms similar to SOFT (Strengths, Opportunities, Faults, Threats) in the project.

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

SWOT analysis is most effective when used as part of an overall strategy or in specific situations. The identification of actions from SWOT issues largely depends on an individual's reasons and intentions for using it, as well as their authority to manage others, based on the breadth and depth of SWOT, these individuals are likely to be involved in action agreements and delivery. SWOT is also credited to two Harvard Business School Policy Department professors, George Albert Smith Jr, and C. Roland Christensen, in the early 1950s. Kings (2004) also cited Haberberg (2000), saying that SWOT is a concept used by Harvard scholars in the 1960s. Turner (2002) attributes SWOT to Ansoff (1987), and Ansoff's matrix gained great fame. At the same time, a large amount of research shows that SWOT does not have a documented epistemology. By 2004, SWOT had been fully developed and proven to address issues related to setting and agreeing on annual Goals in today's reality without relying on external consultants or expensive staff resources (Puyt et al., 2023).

Components of SWOT Analysis

The SWOT analysis is a business environmental analysis tool used to evaluate a company's internal strengths weaknesses, as well as external opportunities and threats, to help formulate more effective strategies and decisions. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, Threats. SWOT analysis exhibits distinct systematic features by systematically matching various seemingly independent internal and external factors of a company through systems thinking, conducting comprehensive analysis to assist businesses in understanding and addressing the internal and external environments more comprehensively. Companies need to have an in-depth understanding of their strengths and weaknesses while also grasping external opportunities and threats in order to develop the right business strategies.

Strengths

Strengths refer to the internal advantages or positives that an organization, project, product, or individual possesses in achieving its Goals or competing. These strengths can include unique skills, specialized knowledge, high-quality products or services, good brand reputation, efficient production processes, superior resources, etc. When conducting a SWOT Analysis, the team or individual should carefully assess and identify its strengths, which will be key assets for future growth and competition.

Weaknesses

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

Opportunities

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

Threats

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

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

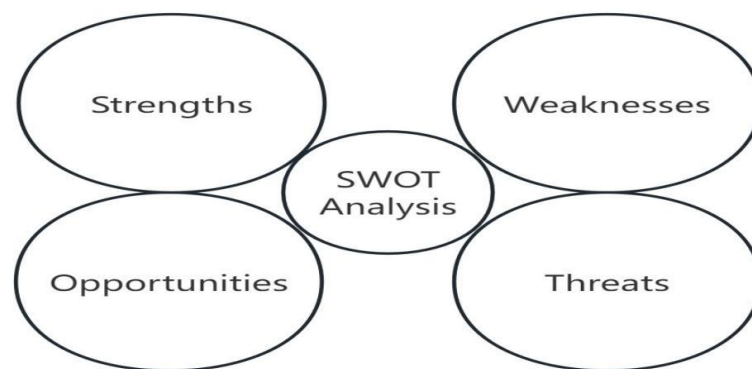


Figure 4 SWOT Analysis (Author's own drawing)

Development of SWOT Analysis

Humphrey's proposed framework was based on the premise that the final strategy adopted by a company should achieve a 'fit' between its internal capabilities (strengths and weaknesses) and the external situation (opportunities and threats). SWOT analysis involves undertaking an analysis of the external environment within which the firm operates and an objective appraisal of the organization's current position. The tool provides a good framework for reviewing the strategy, position, and direction of a company or product. It is a traditional means of searching for insights into ways of realizing the desired alignment (e.g., Ansoff, 1965, Andrews, 1987, Porter, 1991, Mintzberg, Ahlstrand, & Lampel, 1998). SWOT is promoted as a useful technique in many texts. However, it is not universally praised. Some prefer to think of SWOT as a Significant Waste of Time (Hill & Westbrook, 1997). In addition, people who use SWOT might conclude that they have done an adequate job of

planning and ignore such sensible issues as defining the firm's objectives or calculating Return on Investment for alternate strategies. SWOT should be used in the context of the organization, its Goals, and market place. However, traditional procedures consist of questions devoid of explicit theoretical underpinnings (Nyarku & Agyapong, 2011).

Showed that the use of this framework harmed performance. When Hill and Westbrook (1997) examined the use of it by 20 companies in the UK in 1993-94, they concluded that the process was so flawed that it was time for product recall. Information derived from the SWOT analysis is used to develop specific strategies to exploit environmental opportunities and organizational strengths, neutralize environmental threats, and overcome organizational weaknesses. Some experts suggest that one must first consider outlining the external opportunities and threats before the strengths and weaknesses, as the latter are controllable (George & Pramod, 2013).

Recognized that a series of SWOT/TOWS analyses had the advantages of a single arbitrary matrix. Wheelen and Hunger (1998) used SWOT to look for gaps and matches between competencies and resources and the business environment. Dealtry (1992) considered SWOT in terms of groups and vectors with common themes and interactions. Shinno, Youshioka, and Hachiga (2006) amalgamated a SWOT analysis with an Analytic Hierarchy Process (AHP) that ranked and prioritized each element using the software. Shinno et al. (2006) do not really deal with the obvious limitations of SWOT. Valentin (2001) also looked at SWOT from a resource-based view. Panagiotou (2003) also introduced a TELESCOPIC OBSERVATIONS strategic framework that maps strengths, weaknesses, opportunities, and threats against his suggested acronym. T stood for technological advancements, E stood for economic considerations, L for legal requirements, etc. Panagiotou's work does not only recognize the difficulty in finding the origins of SWOT but also manages to identify some interesting alternatives. This paper also looks at the marketing and strategic choices-based view of the SWOT analysis (Haja et al., 2017).

SWOT offers powerful insights into the potential and critical issues affecting any business in future decision-making. Some existing literature on SWOT makes the technique look too simple by just identifying favorable and unfavorable internal and external variables. It fails to shed light on how to identify favorable and unfavorable internal and external variables. It fails to shed light on how the variables are to be identified or classified correctly but is usually fortified with a checklist that determines innumerable factors that might affect a business. Others also see it as including checklists intended to facilitate SWOTs and their strategic implications. They explain how the strengths may be leveraged to realize the opportunities and how weaknesses, which exacerbate threats or impede progress, may be overcome (Nyarku & Agyapong, 2011).

2.5 Amateur Table Tennis Clubs

Amateur table tennis clubs, as the main place of communication, activity, and competition for the majority of table tennis enthusiasts, have a direct impact on the enthusiasm of a region to participate in table tennis. The scientific and systematic management of amateur table tennis clubs has a direct impact on the enthusiasm of a region to participate in table tennis and on the ability of table tennis enthusiasts to participate in table tennis activities and competitions. The scientific and systematic management of amateur table tennis clubs has a direct impact on the enthusiasm of a region to participate in table tennis and on the enthusiasm of the majority of table tennis enthusiasts to participate in table tennis activities and competitions, as well as on the effectiveness of physical exercise.

In the article *The Development of Mass Table Tennis Clubs in Japan*, analyzed the reality of mass table tennis clubs in Japan by adopting the method of literature and survey interviews and pointed out that mass table tennis clubs have played an important role in the development of mass sports in Japan. However, these clubs are self-organized groups by the masses and do not have legal personality, and the problems of funding and management have always been the elements troubling the development of mass table tennis clubs in Japan (Tang & Ouyang, 2001).

Survey on the Operation Status of Amateur Table Tennis Clubs in Chengdu City and Countermeasures Research Based on literature, expert interviews, questionnaires, and other methods, the current status and future development trends of amateur table tennis clubs in Chengdu City were investigated. The results showed that these clubs are reasonably distributed, most of them are small and medium-sized and are mainly operated by a membership system. Consumers are mainly male youths with low awareness of the table tennis program. To promote standardization and scale operation, the clubs should strengthen cooperation and form chain operations. At the same time, they should publicize through mass media and public platforms to understand the needs of different segments of the market, set reasonable prices, and improve service quality to attract more people to participate. The professional competence of operators and coaches needs to be improved, and the problem of staff mobility needs to be solved. Finally, clubs should increase publicity and organize tournaments and other activities to raise awareness of table tennis and clubs in order to increase market saturation (Li, 2016).

In the article, SWOT Study of the Development Prospects of Amateur Table Tennis Clubs in Datong City, the development prospect of amateur table tennis clubs in Datong City is analyzed by using the SWOT Model to explore the understanding of amateur table tennis clubs in Datong City and the status of table tennis sports development, and to understand the gap between the development of amateur table tennis sports in Datong City, and the development of the first and second-tier cities, by using the literature method, interviews and so on. Sixteen amateur table tennis clubs in Datong City were taken as the objects of inquiry. Interviews were conducted with experts from the relevant departments of Datong City, and questionnaire surveys were carried out on the managers, members, and coaches of the 16 amateur table tennis clubs to find out the current development status of the 16 amateur table tennis clubs, and to identify the internal and external strengths, internal and external weaknesses, internal and external opportunities, internal and external threats of the development of the amateur table tennis clubs of Datong City through the method of SWOT analysis, and to infer the prospects of amateur table tennis clubs of Datong City. Then, the prospect of Datong amateur table tennis club is deduced. It is concluded that Datong amateur table tennis clubs have made initial achievements and contributed to the revitalization of table tennis in the city. Problems include the crowded geographical location of clubs, poor development in counties and districts, incomplete registration, and poor cooperation. There is also room for improvement in terms of rules and regulations, fees, membership structure, coaching resources, echelon construction, and coaching level. It is suggested that the Sports Bureau and the Association should strengthen their support, clarify the market positioning, improve the system, expand the scale, train the coaches, strengthen the publicity, and promote the better development of the club (Zhang, 2016).

Summarized the Comparative Study on the Operation Model of Amateur Table Tennis Clubs in Kunming City and Zhengzhou City under National Fitness Strategy. Zhengzhou City that the commonalities and personalities of the clubs in the two cities by conducting a comparative study on the operation model and consumer status of amateur table tennis clubs in Kunming City and Zhengzhou City. Kunming City is dominated by small and medium-sized clubs, while Zhengzhou City is dominated by medium and large-sized clubs. Club management and operation are more professional and standardized in Zhengzhou, while there are some outdated and imperfect management methods in Kunming. Clubs in Zhengzhou have a wider range of services and are able to meet the fitness needs of the whole population, while in

Kunming, the services are relatively homogenous and mainly focused on training. Clubs are mainly funded by membership and training fees, and Zhengzhou City is better run. There are also differences in the characteristics of consumers in the two cities, with Zhengzhou City being more in line with the characteristics of universal participation. Finally, solutions are proposed with the aim of promoting better operation and development of clubs to fulfill the role of national participation and fitness (Zhao, 2016).

In Reversing the trend of sports globalization from West to East Examining Consumer Demand for Table Tennis Clubs in the United States, used theoretical analysis and questionnaires in five sections, market demand, perceived value, perceived benefits, member satisfaction, and demographics were used to assess individual consumers' perceptions of the core product characteristics that influence their decision to join a table tennis club. Assessing the physical, technical, psychological, and social benefits of becoming a member of a table tennis club and member satisfaction were measured through five items that reflected overall satisfaction. All direct and indirect paths between market demand factors and member satisfaction were found to be statistically significant. The combination of market demand factors positively impacted perceived benefits, perceived value, and member satisfaction. In addition, both perceived benefits and perceived value positively predicted member satisfaction. The interrelationships between the market demand, perceived value, perceived benefits, and member satisfaction constructs were also significant (Y. Zhang et al., 2018).

Analysis of Consumer Survey of Amateur Table Tennis Clubs in Taiyuan City of Shanxi Province, investigated the consumer participation of table tennis clubs in Taiyuan City by using a questionnaire survey, literature collection, and logical inductive Situation. The study focused on the popularity of the clubs, the size of the facilities, and the characteristics of the consumers and pointed out the current situation of the consumers of table tennis clubs in Taiyuan City. The results show that amateur table tennis clubs in Taiyuan are mainly at a medium level in terms of operation scale, have a relatively reasonable district layout, and adopt membership as their main mode of operation, but their operation efficiency is ordinary, and they have not yet formed large-scale table tennis clubs with distinctive features and brand advantages. Consumer spending is constrained by a number of factors, including time constraints, which limit the number of times per week that most consumers can participate in table tennis fitness (Xi, 2018).

The Status Quo and Countermeasures of the Development of Public Table Tennis Clubs in North Vietnam, a survey of popular table tennis clubs in northern Vietnam through a variety of analytical means, found that although the clubs' internal structure and other aspects are relatively perfect, there are problems with the facilities, forms of activities, and other aspects. Three management models of popular table tennis clubs in North Vietnam were found, and the current situation of table tennis in and out of schools was analyzed in terms of the content of activities, forms, means of publicity, and infrastructures of the clubs, and suggestions and countermeasures for improvement were put forward accordingly (DUOC, 2018).

Research on the marketing strategy of amateur table tennis club in Wuhan based on STP theory, this study applied STP theory and marketing related through literature method, field survey method, questionnaire survey method, interview method, and mathematical statistics method. By applying STP theory and marketing-related theories, this study took amateur table tennis clubs in Wuhan as the research object and explored how to realize their sustainable development and improve their service quality and market competitiveness. The study first analyzed the current market situation, including consumers' characteristics and needs, as well as coaches' characteristics and teaching methods. Then, based on the STP theory, market segmentation, target selection, and positioning were carried out to clarify the target market. Finally, a marketing strategy suitable for the development of the club was formulated. The research conclusions include that STP theory provides a direction for club development, market segmentation mainly focuses on the toddler and elementary school student market, coaches' teaching style is conservative, and club products and channels need to be improved. These research findings will help clubs better meet market demand and improve market competitiveness (Ma, 2019).

In conclusion, amateur table tennis clubs in different regions and countries face challenges in terms of finance and management, and consumer involvement is relatively limited. To improve this situation, several solutions have been proposed, including cooperation between clubs to increase economies of scale, advertising through mass media and public platforms to attract more members, pricing wisely, and improving service quality, as well as enhancing the professional level of club coaches. These suggestions aim to promote the sustainable development of amateur table tennis clubs and enhance their competitiveness in the market.

2.6 Previous Studies

Research in China

The word club was first translated from the foreign word club to mean general meeting and social circle or other places of entertainment. Or other places of entertainment. Such a form of group effect is more popular in foreign countries, and in this aspect of the sport also gets more nutrients and quickly becomes socially known as a new, trendy point. With the popularization of the sports model and the overall improvement of the spiritual culture of the world's people, experts have joined the specific investigation and discussion of this emerging field, in which the famous sports experts. The establishment and development of professional table tennis clubs in China have shown several insights. Firstly, they feel that sports clubs belong to grass-roots groups, secondly, most of the sports clubs belong to the spontaneous formation of the trend of the groups established, Finally, sports clubs naturally use sports programs as their main means of activity (Teng, 2001).

In the study on the operation model of youth sports clubs in China, it is pointed out that the efficient operation of youth sports clubs needs to be flexibly utilized under reasonable rules and regulations so as to form a certain mode. Its social orientation refers to the social mission undertaken by youth sports clubs as stipulated by relevant policies and regulations, and in the process of operation, it presents three basic features, non-profit-making, duality between the government and the people, and service (Lu, 2004).

In the article Types of sports clubs, it is pointed out that the development of sports clubs in today's world is very fast, and there are various kinds of sports clubs, which can be summarized into three types of development, amateur sports clubs, professional sports clubs, and commercial sports clubs (Ni, 2004).

Operating in China Table Tennis Club Development, Various methods such as literature review, theoretical analysis, field research, questionnaire survey, and expert interviews are used to analyze the current situation and problems of operational table tennis clubs in China and put forward countermeasures and suggestions. Firstly, the development of table tennis clubs at home and abroad is summarized, and then the development of operational table tennis clubs is theoretically supported. Then, through field research and questionnaire survey, the development status and problems of table tennis clubs in China are described, including the scale, location, and operation mode. Finally, countermeasure suggestions such as reforming the

tournament system, improving the management level, strengthening publicity, implementing chain operation, and policy support are proposed to promote the development of operational table tennis clubs (Liang, 2011).

Thought on industrialization of table tennis events. Because of the prominent position of table tennis in China, the development of table tennis should be considered from all aspects. With reference to the international economic situation, combined with China's economic development status quo, under the guidance of the policy to explore the road of industrialization, in the industrialization of the road to achieve the development of a table tennis three-dimensional, diversified network (Lang, 2013).

Research on the development status and countermeasures of operational table tennis clubs in Shijiazhuang City. Table tennis clubs in Shijiazhuang City are in general operation status, relatively lagging behind in development, mostly in the traditional rough mode of operation, lack strict rules and regulations, management in a virtual state, lack of management personnel, lack of clear sports products and services, single marketing means, and some clubs are in the loss-making status for several years. Some clubs have been in the red for years. Learning from the business model of developed regions will help to improve the overall development of the sports industry in Shijiazhuang (Li, 2013).

A survey on the current situation of Beijing amateur club of Table Tennis and its development strategies by studying the current situation of amateur table tennis clubs in Beijing, this study used literature, questionnaires, and mathematical statistics to discover the distribution characteristics of the clubs, hardware facilities, profitability, the impact of tournament activities on the development, as well as the characteristics of the consumers and the situation of coaches. The summary shows that the clubs differ in geographic distribution, hardware facilities, and business models, that consumers are mainly middle-aged and older men, and that coaches are mainly part-time and generally have a high level of teaching. These findings provide useful information and suggestions for the healthy development of clubs (Zhou, 2014).

The Research of Commercial Sports Club Operation and Management in China, through the analysis of literature emphasizes the disparities between commercial and non-profit sports clubs due to the uneven development of the sports market and system immaturity. This has intensified competition among commercial sports clubs, necessitating innovative business strategies, efficient operations, and strategic marketing approaches. Suggestions include establishing organizational structure, implementing brand strategies, and focusing on market positioning. (Zhang, 2017).

In the empirical study on the development of youth sports clubs in Nanjing, the current situation of youth sports clubs in Nanjing in terms of club organization mechanism, types of business projects, and customer class division is not sufficient and balanced, and the main reasons for this phenomenon are multiple, the lack of continuity of national support, the lack of stable and single customer resources, etc. It put forward the need to strengthen the operation methods and management mechanism of youth sports clubs and improve the service width of clubs and countermeasures. Countermeasures are proposed to strengthen the operation and management mechanism of youth sports clubs and to improve the service width of clubs (Cai, 2019).

Comparison of the Operation Mode and KPI Performance of Domestic and Overseas Pingpang Clubs The operation mode and performance of table tennis clubs at home and abroad are analyzed and analyzed to find reasonable countermeasures and put forward effective suggestions such as establishing reasonable and scientific performance management systems and the conception of its operation mode, so as to better improve its operation. After analyzing the problems, we find reasonable countermeasures and put forward effective suggestions such as establishing a reasonable and scientific performance management system and the conception of its operation mode so as to better improve its operation, maximize its effectiveness, better serve everyone, meet the public demand, and thus realize its development and drive the prosperous development of the sports industry (Shi, 2019).

Exploration of the market-oriented operation model of table tennis, this study first analyzed the elements of the market-oriented operation of table tennis and then drew on the experience of foreign alliance clubs to put forward a plan to optimize the market-oriented operation mode of table tennis. To summarize, the marketized operation of sports is an evolving process rather than a static result. Simply analyzing the data and evaluating the results is not fully useful. This study analyzes the table tennis market environment, business models, and related club experiences and makes constant revisions based on the principles of sports activities to arrive at the current operating model. However, this model needs to be continuously adjusted with the evolution of communication methods, sports development, and rules in order to enhance the market-oriented operation of table tennis (Zhang, 2019).

Investigation on the status quo and management mode of management table tennis clubs in Guangzhou, a study on the status quo of operational table tennis clubs in Guangzhou was conducted. Based on the management concept of people-centered,

the overall framework of things + people + things, and the management process of decision-making, researcher take the operational table tennis clubs in Guangzhou as the object of the study and summarize the current situation of the operational table tennis clubs in Guangzhou and the problems that exist in the operation through the research and analysis on the managers, consumers, and coaches in the operational table tennis clubs. It is proposed to establish a complete management mode of the club, establish the management concept of human core, take matter + person + thing as the overall framework, and firmly follow the decision-making-execution-feedback principle, and then follow the organization management mode of decision - making - execution - feedback. The organization management process of decision-making, implementation and feedback, the implementation of democratic decision-making, and the active improvement of the coping mechanism to meet the reasonable needs of consumers and promote the development of the club (Zhang, 2020).

SWOT analysis on the development of Zhengzhou commercial table tennis club, the basic status of 14 commercial table tennis clubs in Zhengzhou City, as well as the basic situation of club operators, coaches, and consumers are analyzed using SWOT analysis to conduct a matrix analysis of opportunities and threats in the external environment, and strengths and weaknesses in the internal environment, and put forward the proposal of relying on the strengths, grasping the opportunities of policies, and using information technology to improve the management level, at the same time, avoid risks and introduce professional talents to improve the operational strength. In terms of disadvantages, we should seize the opportunity to expand channels, realize the brand chain, and enhance the ability to cope with risks. For the threat, establish a training mechanism for coaches, clarify the characteristics of the club, and build a community of interest. At the same time, to avoid the disadvantages, set up a feedback mechanism, standardize the teaching system, and improve the teaching quality of the strategy. These strategies will help the club continue to provide a high-level training and development environment (Su, 2021).

Survey Research and Effectiveness Evaluation on Operation Mode of Table Tennis Clubs in Chongqing Municipality, Summarizing the research results of scholars at home and abroad through theoretical analysis, the current research achievements and main research directions were identified, providing a theoretical foundation for the subsequent analysis. Secondly, a questionnaire survey method was used to investigate 20 table tennis clubs in Chongqing, and their operation modes were analyzed in terms of operation, coaching management, and member

management, thus summarizing the current operation status and problems of table tennis clubs in Chongqing. Finally, taking Chongqing Hao Yang Table Tennis Club as a case study, it analyzes it from three perspectives of marketing, human resource management, and operation characteristics, summarizes the advantages and shortcomings of the chain operation model, and proposes improvement strategies and prospects. Through these studies, this study aimed to provide references for improving the operation mode of table tennis clubs in Chongqing and promote their better development, which in turn contributes to the growth of Chongqing's economy (Yu, 2020).

Reflections on the Operation Mode of German Sports Clubs and Its Enlightenment, this study adopts a variety of methods, such as literature, comparative analysis, expert interviews, etc., to explore in depth the operation mode of German sports clubs and their positive role in the fields of mass sports, competitive sports, and sports industry. Combined with the actual situation in China, the following suggestions are put forward. Firstly, it is necessary to continuously improve the relevant policies and regulations to ensure that social sports clubs can obtain a favorable development environment and support. This will help promote the good and fast development of these clubs. Secondly, the construction and provision of hardware and software related to social sports clubs should be strengthened to lay a solid foundation for their development. This includes support for the construction of facilities, training of talents, and operation and management. Thirdly, there is a need to strengthen the operational guidance, industry support, and supervision of social sports clubs by sports departments and individual associations at all levels. This will help energize the high-quality development of these clubs and ensure their legal and compliant operation in competitive sports. Lastly, social sports clubs should be encouraged to innovate their operation methods and actively seek diversified funding channels. This will help improve their economic sustainability and promote the development of social sports (Hou, 2021).

In the practical research on how the GROW model stimulates the internal driving force and promotes junior middle school biology learning, pointed out that the GROW (Goal-Reality-Options-Will) model is an effective method for efficiently increasing intrinsic motivation, and it is expected to play a role in the stimulation of students' intrinsic motivation. It is expected to play a role in students' intrinsic motivation. Using the targeted and positive characteristics of the GROW Model, we used questionnaires and interviews to find out the current situation of students'

learning in biology, their learning Goals, self-positioning, ability to take action and willingness to learn, as well as the reasons for their low internal motivation to learn biology. In this study, we selected 8 students with typical low motivation in biology learning and designed the conversation questions one by one to help the students sort themselves out, find out their orientation, set up the Goal of biology learning in one semester, formulate the plan to achieve the Goal and implement the plan according to the plan. It is concluded that the GROW Model can be used in practice to construct cases that can stimulate the internal motivation of middle school students to learn biology and improve their academic performance, general performance, self-efficacy assessment, and other indicators, which can provide a reference and a practical method for the first-line biology teachers in middle schools (Dilishaba, 2022).

In the study of the current situation analysis and development countermeasures of table tennis teams in Guangdong Province's higher vocational colleges based on SWOT analysis, the SWOT analysis is used to analyze and study the current situation of table tennis teams in Guangdong Province's higher vocational colleges by analyzing the four factors of strengths, weaknesses, opportunities, and threats, and to draw the strengths and deficiencies of the internal and external environments of the state's strong advocacy, insufficient funding and facilities, increased social and economic value, and irrational organization of tournaments. The rationalization countermeasures of SO countermeasure (pioneering strategy) diversification, ST countermeasure (resistance strategy) improvement of its level, WT countermeasure (conservative strategy) enhancement of the quality of teachers and students, and WO countermeasure (striving strategy) active external cooperation are proposed for the table tennis teams of higher vocational colleges in Guangdong Province, so as to make table tennis become the flag of the development of higher vocational colleges and universities in terms of sport (An, 2023).

In conclusion, the successful operation of sports clubs requires the synergistic interaction of multiple elements, including the support of policies and regulations, diverse operating models, market-oriented operations, talent cultivation and management, hardware facilities, and resource support. The SWOT analysis method has been widely used to evaluate the internal and external environment of clubs, providing a powerful tool for clubs to formulate strategies. Moreover, cooperation and innovation are also considered key factors in enhancing the competitiveness and sustainability of clubs. These studies provide important insights for club managers and policymakers on how to optimize club operations and address challenges, thus

promoting the development of sports clubs and elevating their status in the field of sports.

International Research

In the article SWOT analysis, focusing on the management and administrative activities of the facilities of a private sports institution, a matrix analysis of strengths, weaknesses, opportunities and threats was carried out on the activities of a private sports club called LIBRA PHONIX SPORT using the SWOT analysis, and based on the analysis set objectives based on the presence of significant problems, avoiding the superimposition of the work of certain functional departments, developing a comprehensive schedule, conceptualizing higher Goals and a strategic plan for new projects, and based on the strategic plan the following measures were set to attract as many sponsors as possible and to sign contracts, attracting as many children as possible to sports, diversification of the services offered by the club to its customer base, specialization of the coaches, development of a short-, medium-, and long-term plan, and measures to offer services adapted to the market conditions according to the fluctuations of the local currency, in order to Ensure the subsequent development of the club (Nicolae & Cătălin, 2011).

In Maintaining the traditions of British sport, the private sports club in the twentieth century it is argued that sports clubs are a cornerstone of British physical activity, providing opportunities for a range of participants to play, socialize, and compete, but there has been little research into how they have evolved over the course of the twentieth century. The study considered golf and tennis clubs, which are popular sports in the UK but have received limited attention from many scholars, and mapped the life cycle of such clubs, their stability in adapting to changing economic and social circumstances, and showed that key issues such as membership, financial and social aspects were addressed. Another form of private sports club has been largely overlooked, but still plays a special role in community sport (Kay, 2013).

Recruitment and retention of girls in table tennis, participant and club perspectives in a study that argues that table tennis is gradually gaining a place amongst civic sports organizations in Australia, yet challenges in recruiting and retaining adolescent girls in some sports organizations, particularly those with limited government funding and commercial revenues, have been a persistent issue throughout the development of the sports market in Australia. The challenge is also one that has been present throughout the development of the Australian sports market. The one-sided nature of Australian sporting culture and the lack of social norms regarding girls' participation hinders the ability to recruit and retain female youth in the sport of table tennis (Rowe et al., 2018).

A Comparative study on the present situation of operational Table Tennis clubs between China and the United States--Taking Wuhan and Maryland as an example, a comparative research method is used to compare the current situation of operational

table tennis clubs in China and the United States, with a special focus on the impact of the construction and development of clubs of table tennis, as a representative sport in China, on the future of the sport. The problem that the development of operational table tennis clubs in China has been in a relatively stagnant state is pointed out. Taking the operational table tennis clubs in Wuhan, China and Maryland, U.S.A. as the objects of the study, an in-depth comparative study of the staff structure, business model, and publicity methods of the clubs in the two places was conducted by utilizing a variety of methods such as literature, questionnaire survey, and interviews. The results of the study show that there are significant differences between the two sides in terms of the form and amount of investment, the composition of the operator team, the characteristics of the coaches, the characteristics of the consumers, the business model and the publicity methods. The operating table tennis clubs in Maryland of the United States show more perfect and advanced characteristics in many aspects, which provides useful reference experience for promoting the healthy development of operating table tennis clubs in China (Sun, 2018).

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

Providing for the rich, the effect of public investments in sport on sport (club) participation of vulnerable youth and adults. This study employed Bronfenbrenner's social-ecological model as a theoretical framework and utilizes multilevel logistic regression analysis to test various hypotheses using data from the Dutch Injury and Physical Activity survey. The study also examined the influence of factors such as municipal sports expenditure, policy plans, neighborhood sports coaches, and youth sports funds on sports participation, while considering individual characteristics such as education level, household income, age, gender, family size, and urbanization level. The results of the study indicate that these factors have different effects on the sports participation of adolescents and adults at different levels. Specifically, municipal sports expenditure has a significant positive impact on youth sports club participation, while exhibiting different trends in adult sports club participation. Socioeconomic status and safety also significantly influence sports participation, while education level and household income play important roles in sports clubs and sports participation across different age groups. Additionally, control variables such as age and gender also have an impact on sports participation. Finally, the study found that

there was an interaction between municipal sports expenditure and individual socioeconomic status, and the participation gap between different groups is narrowed under the influence of government expenditure and policy plans. In conclusion, this study emphasizes the key role of government support and policy interventions in promoting sports participation, especially among groups with significant socioeconomic disparities. However, these policies may take time to produce significant effects (Hoekman et al., 2017).

Research on the development status and strategies of table tennis in the Republic of Kazakhstan using literature research, questionnaires, interviews, and statistics. This study analyzes the history and current status of table tennis in Kazakhstan and identifies problems. These included a lack of sufficient government support, limited funding, and employment problems for retired athletes. Ultimately, the study offered some suggestions for improving and developing table tennis in Kazakhstan to promote further development of the sport to strengthen international friendship and spread world peace. Overall, the sport of table tennis in Kazakhstan has great potential but needs to address multiple aspects for better development (Akylbek, 2019).

In *Effective Management of Scarce Resources, a Case Study of US College Athletic Clubs*, it is noted that voluntary, non-profit athletic clubs are considered important providers of sport and physical activity in communities around the world and that their management effectiveness is important in promoting long-term organizational health and sustainability. The management of human and financial resources is a major difficulty hindering club effectiveness due to a lack of volunteers and financial resources. Insights into effective management practices for university settings are presented, calling for increased education of students to support club organizational effectiveness (Lower & Czekanski, 2019).

In *Becoming a Coach, The Essential ICF Guide*, it is noted that the GROW Model is one of the most popular coaching models in the world due to its simplicity. It is easy to memorize and provides a useful structure for problem-solving conversations when followed, either as a coach or as a self-coaching tool. The stages can be used flexibly. The coach can start with the Goal and then move to reality but can also return to the Goal stage to further clarify and refine the Goal before moving on to the options stage. Combinations of the GROW Model with other theories or models are listed, such as the T-GROW Model, where TOPIC is combined with the GROW Model (Passmore & Sinclair, 2020).

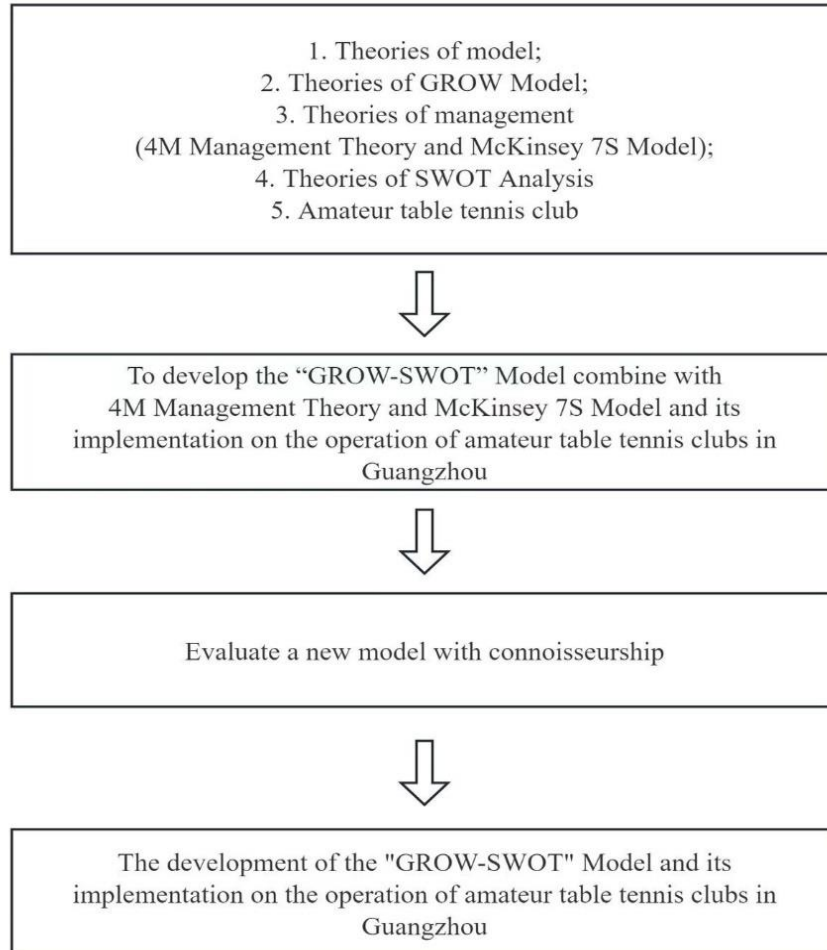
In the effect of the 1:1 coaching and the example ideas with the GROW Model on the creativity of new product development ideas the effect of the 1:1 coaching and the example ideas with the GROW Model on the creativity of new product ideas was conducted. Participants were randomly assigned to a 1:1 mentoring group, a sample idea group, and a control group, and the creativity of the ideas provided by the

participants was assessed by a panel of experts who evaluated innovativeness, adaptability, and willingness-to-pay prices. The results of the study showed that 1:1 coaching using the GROW Model had a significant impact on the creativity of the new product ideas, especially a positive impact on innovativeness. The sample idea group scored the lowest in terms of innovativeness and adaptability, which negatively impacted the creativity of the idea. Based on these results, the implications and limitations of using mentoring in the job or context in which the ideas were presented are discussed, and suggestions for follow-up research are made (Hyeonhee Hwang et al., 2021).

In *Raising Leadership Self-Efficacy and Minimizing Organizational Burnout Among School Administrators in a GROW Model of Cognitive Behavioral Coaching in Ngugu State, Nigeria*. The effect of increasing leadership self-efficacy and reducing organizational burnout among a group of school administrators. The results of the study indicated that participants experienced a reduction in organizational burnout and a significant increase in leadership self-efficacy as a result of the GROW-M intervention (Igu et al., 2023).

To summarize, the GROW Model has gained significant popularity globally, particularly in corporate employee training, although its application in the sports sector remains limited. In China, the GROW Model is frequently utilized in college education and student training, with minimal implementation in sports-related contexts. Conversely, the SWOT analysis has found extensive use both within China and internationally, particularly in sports and club operations. This model has proven invaluable in providing strategic decision-making guidance to numerous prominent sports organizations and institutions. As a result, the SWOT analysis' influence has steadily grown, and its efficacy and significance in the sports field are increasingly recognized.

2.7 Theoretical Framework of the study



Chapter 3

Research Methodology

3.1 Types of Research Method

This study innovatively combines the GROW model with SWOT analysis, 4M management theory, and the McKinsey 7S model to promote the development of amateur table tennis clubs' operations in Guangzhou. This study adopts the Research and Development (R&D) methodology, combining quantitative and qualitative analyses. The qualitative analysis focuses on analyzing relevant literature and interviews, while the quantitative analysis primarily utilizes questionnaires and data analysis.

3.2 Research Design

The study includes collating relevant literature, designing a questionnaire for consumers of amateur table tennis clubs in Guangzhou, and combining the GROW model with the 4M Management Theory and the McKinsey 7S Model. The study also includes interviews with managers, coaches, and consumers of amateur table tennis clubs in Guangzhou to investigate the current development of the clubs. Information on the club's operation was collected from the participants to analyze factors such as management mode, organizational structure, current problems, development plans, human resources, etc., and finally assess the club's operation status. The questionnaire data were comprehensively analyzed and ranked using SWOT analysis, combining the GROW model's Goal, Reality, Choice, and Will factors with the 4M Management Theory's Management, Money, Man, and Material factors, and McKinsey 7S Model's Shared Value, Strategic, Structure, System, Style, Staff, and Skill. The content analysis scrutinized the interviews, taking into account the GROW Model, 4M Management Theory, and the McKinsey 7S Model. A new operating model for amateur table tennis clubs in Guangzhou emerged from qualitative and quantitative analyses, and connoisseurship evaluated the final model.

3.3 Research Methods

3.3.1 Literature analysis of Guangzhou amateur table tennis club operation model and GROW Model, 4M Management Theory, McKinsey 7S Model, SWOT Analysis, and literature on the application of GROW Model, 4M Management Theory, McKinsey 7S Model, SWOT Analysis in the field of sports,

3.3.2 Questionnaire survey, combining the four factors of GROW Model, Goal, Reality, Option, and Will, and the four factors of 4M Management Theory, Management, Money, Man, and Material, McKinsey 7S Model's Shared Value, Strategic, Structure, System, Style, Staff, and Skill to set up a questionnaire and conduct a survey on the consumers of amateur table tennis clubs in Guangzhou,

3.3.3 Expert interviews, combining the four factors of Goal, Reality, Option, and Will of the GROW Model and the four factors of Management, Money, Man, and Material of the 4M Management Theory, McKinsey 7S Model's Shared Value, Strategic, Structure, System, Style, Staff, and Skill. to design the interview content for the stakeholders (managers, coaches, and consumers) of amateur table tennis clubs in Guangzhou.

3.4. Research Tool

3.4.1 Establishment of research tools

Information collection and analysis

1. The aim is to gather and scrutinize the existing literature on sports management, sports clubs, and the operational models of table tennis clubs.
2. Collect and analyze literature on applying the GROW Model, 4M Management Theory, McKinsey 7S Model, and SWOT Analysis to business operation models and sports.
3. Using a documentation form, summarize the collected literature, focusing on the research questions, basic theoretical analyses, research design ideas and variables, research conclusions, and relevance to this study.

3.4.2 Questionnaire design

1. Relevant books and research questionnaire design literature are available.
2. Use relevant concepts, ideas, and literature on the GROW Model, 4M Management Theory, McKinsey 7S Model, and SWOT Analysis to design a questionnaire based on the GROW Model's four factors of Goal, Reality, Option, and Will and the 4M Management Theory's four factors of Management, Money, Man, and Material, and McKinsey 7S Model's Shared Value, Strategic, Structure, System, Style, Staff, and Skill (Likert Kettle's 5-level rating scale).
3. Following the preliminary survey, distribute the questionnaire to 377 consumers in 15 amateur table tennis clubs in Guangzhou.
4. Three experts in related fields evaluated and improved the questionnaire.
5. Invited three experts to test the validity of the questionnaire using the IOC method, and the results ranged from 0.6 to 1.00.
6. Selected 30 people to test the questionnaire's reliability, with a Cronbach's alpha of 0.984.

Table 1 Questionnaire reliability

| Cronbach Reliability Analysis | | |
|-------------------------------|-------------|-------------------|
| Quantities | sample size | Cronbach α |
| 40 | 30 | 0.984 |

3.4.3 Interview design

1. Researching relevant literature to design interview questions.
2. Concepts, ideas, and literature related to the GROW Model, 4M Management Theory, and SWOT Analysis, with a focus on the four factors of the GROW Model (Goal, Reality, Option, and Will), the four factors of the 4M Management Theory (Management, Money, Man, and Material), McKinsey 7S Model' (Shared Value, Strategic, Structure, System, Style, Staff, and Skill) and the club's operating model. Conceptual design of interview questions.
3. Improve the interview questions for the experts and check the design of the interview questions for evaluation and improvement.
4. Conducting interviews with 30 people (15 managers, 10 coaches, and 5 consumers) of amateur youth table tennis in Guangzhou.

3.5 Research Process

This study adopts the R&D method, with the research process primarily comprising four main steps. Research (R1), Development (D1), Evaluation (R2), and Improvement (D2).

3.5.1 Research (R1), investigate and analyze the current operating status of amateur table tennis clubs in Guangzhou.

3.5.1.1 A literature review was used to analyze the basic operation of Chinese amateur table tennis clubs.

3.5.1.2 A literature review was used to analyze the basic operation of amateur table tennis clubs in Guangzhou.

3.5.1.3 Conduct a questionnaire survey on the current state of operations in Guangzhou amateur table tennis clubs.

3.5.1.4 Conduct interviews with relevant stakeholders (managers, coaches, consumers) of amateur table tennis clubs in Guangzhou.

3.5.2 Development (D1), to develop the new model created by the relevant theory.

3.5.2.1 The information acquired from the questionnaire was condensed, arranged, and examined. The questionnaire data were analyzed using SWOT Analysis, which incorporates the four factors of Goal, Reality, Option, and Will from the GROW Model, as well as the four factors of Management, Money, Man, and Material from the 4M Management Theory and McKinsey 7S Model Shared Value, Strategic,

Structure, System, Style, Staff, Skill. The analysis focused on identifying Strengths, Weaknesses, Opportunities, and Threats, which were then ranked and filtered to develop the initial model.

3.5.2.2 Summarize, organize, and analyze the data obtained from the interviews. Combined with the four factors of Goal, Reality, Option, and Will of the GROW Model and the four factors of Management, Money, Man, and Material of 4M Management Theory and McKinsey 7S Model Shared Value, Strategic, Structure, System, Style, Staff, Skill to conduct content analysis of the interview content, combined with the initial model established based on the questionnaire data, to establish a new model.

3.5.3 Evaluation (R2), development of a new model through connoisseurship assessment.

3.5.3.1 To better apply the CPECDS Model of developing the operational of amateur table tennis clubs in Guangzhou, evaluate the feasibility of the new CPECDS Model of applying the C - Consumer needs, P - Policy utilization, E - Economic environment, C - Competition organization, D - Digital technology, S - Structure of Organization six factors.

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

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

5 experts and scholars related to table tennis in Guangzhou City,

1 Head of the Table Tennis Management Centre of the Guangdong Provincial Sports Bureau,

1 Member of the Guangzhou Table Tennis Association.

1 Senior Coach in table tennis training in Guangzhou.

1 Senior Guangzhou amateur table tennis club manager.

Collect and summarize expert opinions.

3.5.4 Improvement (D2), improve and optimize the new CPECDS Model according to connoisseurship, and build the final model.

3.5.4.1 Summarize the current situation of amateur table tennis clubs in Guangzhou.

3.5.4.2 Discuss and improve the new CPECDS Model according to the connoisseurship's opinion.

3.5.4.3 Establish the CPECDS Model for the operation of amateur table tennis clubs in Guangzhou.

3.5.4.4 Establish the manual of the CPECDS Model and apply it to the operation of amateur table tennis clubs in Guangzhou.

3.5.4.5 Designing the interview outline for implementing the CPECDS Model and passing the IOC scores of the three experts.

3.5.4.6 Conducting interviews with 15 stakeholders (5 managers, 5 coaches, and 5 consumers) of amateur table tennis clubs in Guangzhou and optimizing and improving the manual for using the CPECDS Model based on the interviews.

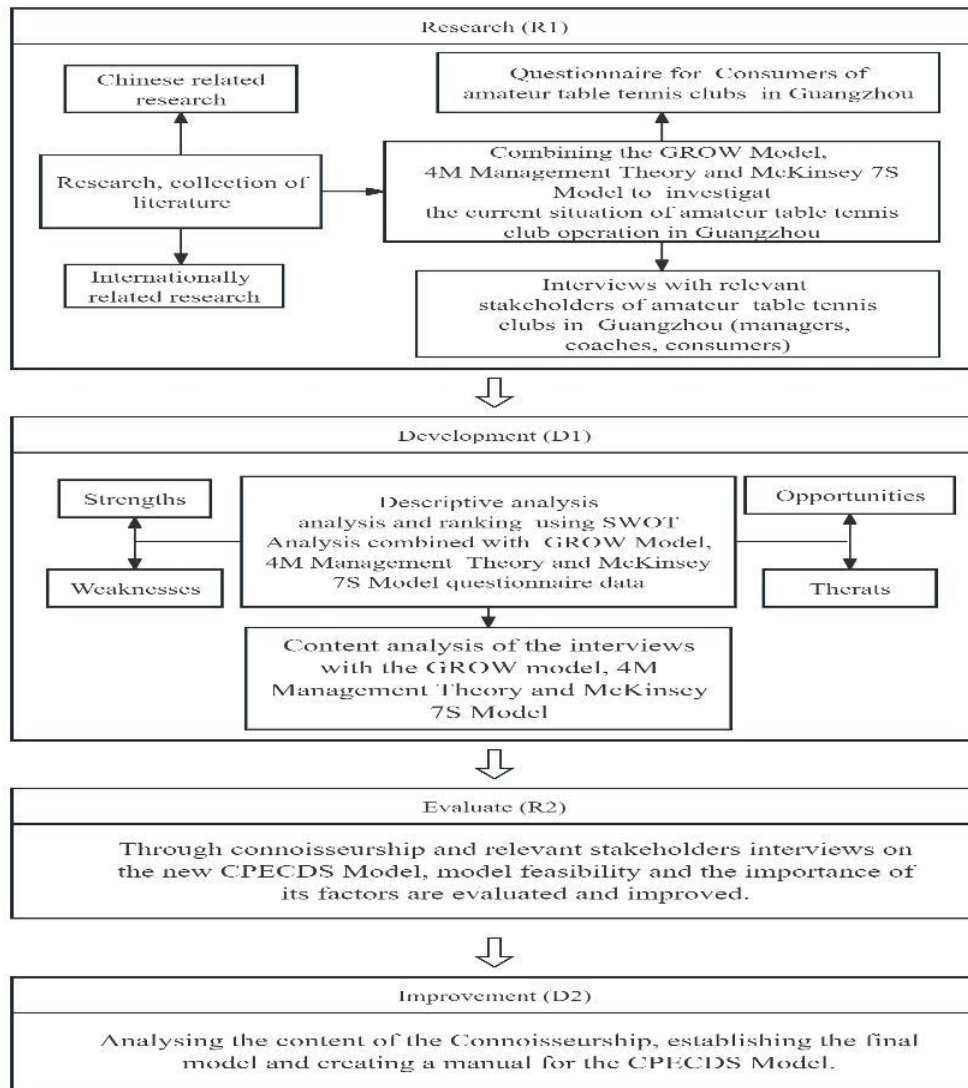


Figure 5 Research Process

3.6 Data Collection

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

3.6.1 Literature, Discover and collect information by consulting relevant books, newspapers, magazines, websites, and other channels at home and abroad. Firstly, gather up-to-date information from the knowledge network and carefully select relevant literature that covers topics such as the GROW Model, 4M Management Theory, McKinsey 7S Model, SWOT Analysis, Sports Management, Business Operation, and other related theories and disciplines. This will aid in analyzing the current state of table tennis and club operations. The research literature on the current state of table tennis club operations will also aid in clarifying the research ideas. The research literature on the current state of table tennis club operations will inform this study's methods and means, offering theoretical support and practical guidance.

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

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

3.7 Data Analysis

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

Chapter 4

Results of Data Analysis

To develop the GROW-SWOT Model and its implementation in the operation of amateur table tennis clubs in Guangzhou, to study the current situation of amateur table tennis clubs in Guangzhou, to help amateur table tennis clubs in Guangzhou develop efficiently and sustainably, to evaluate the feasibility of developing the GROW-SWOT model in the operation model of amateur table tennis clubs in Guangzhou. The researcher used a R&D research methodology to conduct the study and divided the findings into the following three parts.

1. To study the current situation of the amateur table tennis clubs in Guangzhou.
2. To develop the GROW-SWOT Model combine 4M Management Theory and McKinsey 7S model to establish a new model for the operation of amateur table tennis clubs in Guangzhou.
3. To evaluate the feasibility of the development of GROW-SWOT Model on the operation of Guangzhou amateur table tennis clubs.

4.1 Analysis on the current situation of amateur table tennis clubs in Guangzhou

The results of the questionnaire survey class of consumers of amateur table tennis clubs in Guangzhou are divided into the following three parts.

4.1.1 Analysis of the personal factors of amateur table tennis club consumers in Guangzhou city

Research personnel surveyed consumers of amateur table tennis clubs in Guangzhou through questionnaires. The first part of the survey analyzed the age, consumer types, and occupation frequencies of participants in training and competitions at Guangzhou's amateur table tennis clubs and presented the data in percentages. The age range of the club's target demographic is diverse, encompassing a complex mix of consumer and occupational types. By analyzing these three personal factors, insights into the basic characteristics of consumers of Guangzhou's amateur table tennis clubs were gained. For consumers who are adolescents, as their consumption decisions are ultimately made by their parents, and considering that younger adolescents may struggle to comprehend and respond to questionnaires effectively, surveys were filled out by parents on behalf of adolescents under 18 years old. Detailed analysis results are shown in Table 2.

Table 2 Analysis of personal factors of consumers of amateur table tennis clubs in Guangzhou

n = 377

| Information on Individual Factors | Frequency | Percentage |
|--|-----------|------------|
| Age | | |
| Under 12 years old | 152 | 40.32% |
| 13-18 years old | 31 | 8.22% |
| 19-30 years old | 61 | 16.18% |
| 31-40 years old | 22 | 5.84% |
| 41-50 years old | 14 | 3.71% |
| 51-60 years old | 51 | 13.53% |
| Above 60 years old | 46 | 12.20% |
| Total | 377 | 100 |
| Types of consumers | | |
| Non-Member (Adult) | 67 | 17.77% |
| Member (Adult) | 98 | 25.99% |
| Experiencer | 26 | 6.90% |
| Parents of participants | 186 | 49.34% |
| Total | 377 | 100 |
| Types of consumer jobs | | |
| University students | 18 | 4.77% |
| Self-employed | 51 | 13.53% |
| Employees of companies and enterprises | 85 | 22.55% |
| Retirees | 78 | 20.69% |
| Institutions, civil servants | 116 | 30.77% |
| Freelancers | 28 | 7.42% |
| Others | 1 | 0.27% |
| Total | 377 | 100 |

From Table 2, it is found that at present, among the consumers joining the amateur table tennis clubs in Guangzhou, the number of people aged below 12 years old is the highest at 152, accounting for 40.32%, followed by the number of people aged 19-30 years old is 61, accounting for 16.18%, the third place is 51-60 years old is 51, accounting for 13.53%, and the number of people aged above 60 years old is 46, which is very close to the number of people in the third place, accounting for 12.20 percent. The age group with the lowest number of participants was 41-50 years old, with 14 participants, each accounting for 3.71 percent. In terms of consumer type, parents of participants had the highest number of participants, with 186 participants, accounting for 49.34 percent, followed by members (adults) with 98 participants, accounting for 25.99 percent, and the smallest number of participants were

experiencers, with 26 participants, accounting for 6.90 percent.

4.1.2 Analysis of the operation status of amateur table tennis clubs in Guangzhou based on the GROW Model

The researcher analyzed a survey of consumers of amateur table tennis clubs in Guangzhou based on the GROW model, which included questions on four areas. Goals, status, plans, and implementation, and then descriptive statistics using mean and standard deviation.

Table 3 shows the mean and standard deviation in terms of Goals in the operation of amateur table tennis clubs in Guangzhou

n = 377

| No | Goal | \bar{X} | S.D. | Rank |
|-------|---|-----------|------|------|
| 8 | The current development Goal of the club is in line with your needs. | 4.53 | 0.56 | 1 |
| 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | 3.89 | 0.77 | 2 |
| 7 | The club 's fees are reasonable. | 3.68 | 0.90 | 3 |
| 6 | The Goal set by the club is reasonable. | 3.51 | 0.91 | 4 |
| 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 5 |
| Total | | 3.61 | 1.06 | |

According to Table 3, it can be seen that the mean scores of the objective's aspects in the operation of amateur table tennis clubs in Guangzhou are at a high level ($\bar{X} = 3.61$, S.D. = 1.06). When analyzing each of these aspects, it was found that the highest mean value was found for the current development Goal of the club is in line with your needs. ($\bar{X} = 4.53$, S.D. = 0.56), followed by Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis ($\bar{X} = 3.89$, S.D. = 0.77). The factor You are very aware of the development Goals of the club had the lowest mean score ($\bar{X} = 2.78$, S.D. = 0.85).

Table 4 shows the mean and standard deviation in terms of Reality in the operation of amateur table tennis clubs in Guangzhou.

n = 377

| No | Reality | \bar{X} | S.D. | Rank |
|-------|--|-----------|------|------|
| 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 1 |
| 19 | You or your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 0.64 | 2 |
| 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 0.85 | 3 |
| 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 0.84 | 4 |
| 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 5 |
| 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 6 |
| 22 | Your family is very supportive of my participation in amateur table tennis club activities. | 3.90 | 0.72 | 7 |
| 10 | Guangzhou has a good table tennis atmosphere. | 3.81 | 0.77 | 8 |
| 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | 3.80 | 0.81 | 9 |
| 18 | You joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 10 |
| 24 | Your expenditure on sports consumption has increased more than before. | 3.41 | 1.02 | 11 |
| 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 12 |
| 21 | The pressure from work or studies will not hinder your participation in club activities. | 2.48 | 0.88 | 13 |
| 23 | Pressure from life will not hinder your participation in club activities. | 2.47 | 0.81 | 14 |
| 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 15 |
| Total | | 3.57 | 1.09 | |

According to Table 4, it can be seen that the mean score of the current situation in the operation of amateur table tennis clubs in Guangzhou is at a high level (\bar{X} = 3.57, S.D. = 1.11), and when analysis each of these factors, the mean score of The development of the club makes full use of the favorable policy for the development of amateur table tennis in China. is the highest (\bar{X} = 4.51, S.D. = 0.67), followed by You

or your child chose to join the amateur table tennis club because of the love of table tennis. ($\bar{X} = 4.48$, S.D. = 0.67), and in third place was The club currently organizes competitions that are perfect for your needs. ($\bar{X} = 4.01$, S.D. = 0.85), and the factor Your satisfaction with the comprehensive level of the club's coaching staff had the lowest mean value ($\bar{X} = 2.45$, S.D. = 0.99).

Table 5 Shows the mean and standard deviation in terms of Options in the operation of amateur table tennis clubs in Guangzhou.

n = 377

| No | Option | \bar{X} | S.D. | Rank |
|-------|---|-----------|------|------|
| 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou. | 4.31 | 0.90 | 1 |
| 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 2 |
| 26 | The relevant departments of Guangzhou are of great help to the development of amateur table tennis clubs. | 3.81 | 0.97 | 3 |
| 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 4 |
| 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 0.92 | 5 |
| 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 6 |
| 37 | National policy allows you to have more leisure time to participate in amateur table tennis. | 2.49 | 0.94 | 7 |
| 31 | The plan made by the club has flexibility or alternative plans. | 2.49 | 0.96 | 8 |
| 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | 2.48 | 0.92 | 9 |
| Total | | 3.37 | 1.13 | |

According to Table 5, it can be seen that the mean score of the planning aspect in the operation of amateur table tennis clubs in Guangzhou is at a medium level ($\bar{X} = 3.37$, S.D. = 1.13), and when analysis of each of these factors, the mean score of Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou, is the highest ($\bar{X} = 4.31$, S.D. = 0.90), followed by The Internet and big data has promoted the development of clubs. ($\bar{X} = 4.11$, S.D. = 0.80), and then the relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs ($\bar{X} = 3.81$, S.D. = 0.97), and the performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. ($\bar{X} = 2.48$, S.D. = 0.92).

Table 6 Shows the mean and standard deviation in terms of Will in the operation of amateur table tennis clubs in Guangzhou

n = 377

| No | Will | \bar{X} | S.D. | Rank |
|-------|--|-----------|------|------|
| 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 0.62 | 1 |
| 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 2 |
| 38 | You can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 3 |
| 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | 3.88 | 0.81 | 4 |
| 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 0.92 | 5 |
| 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 6 |
| 39 | The popularity of electronic products will not affect consumers' participation in table tennis activities. | 2.49 | 0.72 | 7 |
| 42 | The club's publicity and promotion measures are in place. | 2.47 | 0.87 | 8 |
| 33 | You and your child are only willing to participate in table tennis activities, rather than engaging in activities of other projects. | 2.45 | 1.00 | 9 |
| 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 10 |
| 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 11 |
| Total | | 3.30 | 1.20 | |

According to Table 6, it can be seen that the mean score of execution in the operation of amateur table tennis clubs in Guangzhou is at a medium level (\bar{X} = 3.30, S.D. = 1.20), and when analyzing each of these factors, it is found that Guangzhou's well-developed economy has helped the development of amateur table tennis clubs has the highest mean (\bar{X} = 4.58, S.D. = 0.62), followed by The execution of the club can ensure the successful completion of the plan (\bar{X} = 4.46, S.D. = 0.69), followed by You can easily make comments to the club and get an effective response (\bar{X} = 3.90, S.D. = 0.69), with the lowest mean value for the factor The Club fully expands its business and optimizes revenue streams to increase income (\bar{X} = 2.34, S.D. = 0.97).

4.1.3 Analysis of the operation status of amateur table tennis clubs in Guangzhou based on 4M management theory.

The researcher analyzed a survey of consumers of amateur table tennis clubs in Guangzhou based on the 4M management theory, which included questions on four areas, management, money, personnel, and materials, and then descriptive statistics using mean and standard deviation.

Table 7 Shows the mean and standard deviation of amateur table tennis clubs operating in Guangzhou in terms of Management.

n = 377

| No | Management | \bar{X} | S.D. | Rank |
|-------|--|-----------|------|------|
| 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 1 |
| 13 | The club currently organizes competitions that are perfect for your needs! | 4.01 | 0.85 | 2 |
| 38 | you can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 3 |
| 18 | You joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 4 |
| 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 5 |
| 6 | The Goal set by the club is reasonable. | 3.51 | 0.91 | 6 |
| 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 7 |
| 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 8 |
| 31 | The plan made by the club has flexibility or alternative plans. | 2.49 | 0.96 | 9 |
| 42 | The club 's publicity and promotion measures are in place. | 2.47 | 0.87 | 10 |
| 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 11 |
| Total | | 3.42 | 1.09 | |

According to Table 7, the mean score of management in the operation of amateur table tennis clubs in Guangzhou is at a medium level ($\bar{X} = 3.42$, S.D. = 1.09). When analyzing each factor, it is found that The execution of the club can ensure the successful completion of the plan has the highest mean value ($\bar{X} = 4.46$, S.D. = 0.69), followed by The competitions currently organized by the club are of great help in improving the level of consumers ($\bar{X} = 4.01$, S.D. = 0.85), and then I can easily make comments to the club and get an effective response ($\bar{X} = 3.90$, S.D. = 0.90). The mean value of the factor You are very aware of the development Goals of the club is the lowest ($\bar{X} = 2.45$, S.D. = 0.89).

Table 8 Shows the mean and standard deviation of amateur table tennis clubs operating in Guangzhou in terms of Money

n = 377

| No | Money | \bar{X} | S.D. | Rank |
|-------|--|-----------|------|------|
| 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 0.62 | 1 |
| 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 0.92 | 2 |
| 24 | Your expenditure on sports consumption has increased more than before. | 3.41 | 1.02 | 3 |
| 7 | The club 's fees are reasonable. | 3.68 | 0.90 | 4 |
| 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 5 |
| 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 6 |
| Total | | 3.81 | 1.19 | |

According to Table 8, the mean score of money in the operation of amateur table tennis clubs in Guangzhou is at a high level ($\bar{X} = 3.81$, S.D. = 1.19). When analyzing each factor, it is found that Guangzhou's well-developed economy has helped the development of amateur table tennis clubs, has the highest mean value ($\bar{X} = 4.58$, S.D. = 0.62), followed by The consumption expenditure in the current club will not make you feel financial pressure, with a mean value ($\bar{X} = 3.56$, S.D. = 0.92), and then Your expenditure on sports consumption has increased more than before ($\bar{X} = 3.41$, S.D. = 1.02). The mean value of the factor The Club fully expands its business and optimizes revenue streams to increase income, is the lowest ($\bar{X} = 3.25$, S.D. = 0.66).

Table 9 Shows the mean and standard deviation of amateur table tennis clubs operating in Guangzhou in terms of Men

$n = 377$

| No | Man | \bar{X} | S.D. | Rank |
|-------|---|-----------|------|------|
| 8 | The current development Goal of the club is in line with your needs. | 4.53 | 0.56 | 1 |
| 19 | You or your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 0.64 | 2 |
| 22 | Your family is very supportive of my participation in amateur table tennis club activities. | 3.90 | 0.72 | 3 |
| 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | 3.89 | 0.77 | 4 |
| 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 0.84 | 5 |
| 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 6 |
| 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 7 |
| 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 8 |
| 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | 2.48 | 0.92 | 9 |
| Total | | 3.74 | 1.05 | |

According to Table 9, the mean score of personnel in the operation of amateur table tennis clubs in Guangzhou is at a high level ($\bar{X} = 3.74$, S.D. = 1.05). When analyzing each factor, it is found that The current development Goal of the club is in line with your needs, has the highest mean value ($\bar{X} = 4.53$, S.D. = 0.56), followed by You and your child chose to join the amateur table tennis club because of the love of table tennis ($\bar{X} = 4.48$, S.D. = 0.64), and then My family is very supportive of my participation in amateur table tennis club activities ($\bar{X} = 3.92$, S.D. = 0.79). The mean value of the factor the performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club, is the lowest ($\bar{X} = 2.48$, S.D. = 0.92).

Table 10 Shows the mean and standard deviation of amateur table tennis clubs operating in Guangzhou in terms of Material

n = 377

| No | Material | \bar{X} | S.D. | Rank |
|-------|--|-----------|------|------|
| 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 1 |
| 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 0.90 | 2 |
| 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 3 |
| 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | 3.88 | 0.81 | 4 |
| 10 | Guangzhou has a good table tennis atmosphere. | 3.81 | 0.77 | 5 |
| 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | 3.80 | 0.81 | 6 |
| 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 0.92 | 7 |
| 26 | The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs. | 3.81 | 0.97 | 8 |
| 23 | Pressure from life will not hinder your participation in club activities. | 2.47 | 0.81 | 9 |
| 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 10 |
| 37 | National policy allows you to have more leisure time to participate in amateur table tennis. | 2.49 | 0.94 | 11 |
| 39 | The popularity of electronic products will not affect consumers' participation in table tennis activities. | 2.49 | 0.72 | 12 |
| 21 | The pressure from work or studies will not hinder your participation in club activities. | 2.48 | 0.88 | 13 |
| 33 | You are only willing to participate in table tennis activities, rather than engaging in activities of other projects. | 2.45 | 1.00 | 14 |
| Total | | 3.35 | 1.16 | |

According to Table 10, the mean score of the materials in the operation of amateur table tennis clubs in Guangzhou is at a medium level ($\bar{X} = 3.35$, S.D. = 1.18). When analyzing each factor, it is found that The development of the club makes full use of the favorable policy for the development of amateur table tennis in China, has the highest mean value ($\bar{X} = 4.51$, S.D. = 0.67), followed by Current amateur table

tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou ($\bar{X} = 4.31$, S.D. = 0.90), and then The Internet and big data has promoted the development of clubs ($\bar{X} = 4.11$, S.D. = 0.80). The mean value of the factor You are only willing to participate in table tennis activities, rather than engaging in activities of other projects, is the lowest ($\bar{X} = 2.45$, S.D. = 1.00).

4.1.4 Analysis of the operation status of amateur table tennis clubs in Guangzhou based on the McKinsey 7S Model

The researcher analyses a survey of consumers of amateur table tennis clubs in Guangzhou based on the McKinsey 7S Model, which included questions on seven dimensions, Strategy, Systems, Style, Skills, Staff, Structure, and Shared values, and then descriptive statistics using mean and standard deviation.



Table 11 Shows the mean and standard deviation in the McKinsey 7S model in the operation of amateur table tennis clubs in Guangzhou

n = 377

| Factors | No | Topic | \bar{X} | S.D. | Rank |
|-----------|----|--|-----------|------|------|
| Strategic | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 0.56 | 1 |
| | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 2 |
| | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 3 |
| | 42 | The club 's publicity and promotion measures are in place. | 2.47 | 0.87 | 4 |
| | 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 5 |
| | 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 6 |
| | 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 7 |
| System | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 0.85 | 1 |
| | 7 | The club 's fees are reasonable. | 3.68 | 0.90 | 2 |
| | 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 3 |
| | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 0.92 | 4 |
| | 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 5 |
| | 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 6 |
| | 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 7 |
| | 31 | The plan made by the club has flexibility or alternative plans. | 2.49 | 0.96 | 8 |
| Style | 18 | You and your child joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 1 |

Table 11 Shows the mean and standard deviation in the McKinsey 7S model in the operation of amateur table tennis clubs in Guangzhou (continue)

| | | | | | |
|--------------|----|--|------|------|---|
| Skill | 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 0.84 | 1 |
| | 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 2 |
| | 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 3 |
| Staff | 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 1 |
| structure | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 1 |
| | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 2 |
| Shared value | 6 | The Goal set by the club is reasonable. | 3.86 | 0.92 | 1 |
| | 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.51 | 0.91 | 2 |

According to Table 11, the data analysis of the Guangzhou Amateur Table Tennis Club operation was conducted in combination with the McKinsey 7S Model, and the factors that conform to the McKinsey 7S Model were summarized into seven aspects, strategy, system, style, skills, staff, structure, and shared values. In terms of Strategy, the factor The current development Goal of the club is in line with my needs, has the highest mean score ($\bar{X} = 4.53$, S.D. = 0.56), followed by The development of the club makes full use of the favorable policy for the development of amateur table tennis in China, with an mean score of ($\bar{X} = 4.51$, S.D. = 0.67), and the lowest mean score is The Club fully expands its business and optimizes revenue streams to increase income ($\bar{X} = 2.34$, S.D. = 0.97), in terms of System, the factor The club currently organizes competitions that are perfect for your needs, has the highest mean score ($\bar{X} = 4.01$, S.D. = 0.85), followed by The club 's fees are reasonable with an mean score of ($\bar{X} = 3.68$, S.D. = 0.90), and the factor The plan made by the club has flexibility or alternative plans, has the lowest mean score ($\bar{X} = 2.49$, S.D. = 0.96), In terms of Style, there is only one factor You and your child joined the current club because it has a good reputation and influence, with an mean score of ($\bar{X} = 3.76$, S.D. = 0.95), in terms of Skill, the highest ranking is Your satisfaction with your current club in terms of the quality of train and competition, the mean score is ($\bar{X} = 3.99$, S.D. = 0.84), followed by Your satisfaction with the current training effectiveness of the club. The mean score is ($\bar{X} = 3.95$, S.D. = 0.77), and the third is the club has done a good job in improving the skill level of consumers. The mean score is ($\bar{X} = 3.95$, S.D. = 0.78), in terms of Staff, there is only one factor, Your satisfaction with the comprehensive level

of the club's coaching staff. The mean score is ($\bar{X} = 2.45$, S.D. = 0.95), in terms of Structure, the mean score of the factor The execution of the club can ensure the successful completion of the plan is the highest ($\bar{X} = 4.46$, S.D. = 0.69), followed by You can easily make comments to the club and get an effective response. The mean score is ($\bar{X} = 3.90$, S.D. = 0.90), in terms of Shared values, the first place was the factor The Goal set by the club is reasonable, with a mean score of ($\bar{X} = 4.46$, S.D. = 0.90), followed by the factor The current club has better advantages than other amateur table tennis clubs in Guangzhou with a mean score of ($\bar{X} = 4.46$, S.D. = 0.90).

4.2 Through the integrated analysis of questionnaire survey data and interviews with amateur table tennis clubs in Guangzhou, a new GROW-SWOT model has been preliminary developed.

4.2.1 Analyze the operation of amateur table tennis clubs in Guangzhou based on SWOT analysis.

Through the data obtained from the questionnaire survey, the SWOT analysis is divided into internal ability factors and external environment factors combined with the GROW Model, 4M Management Theory, and McKinsey 7S model to list the strengths and weaknesses of the amateur table tennis club of Guangzhou City as well as the possible opportunities and threats.



Table 12 Combined with GROW Model Guangzhou Amateur Table Tennis Club Operation SWOT Analysis

| Strengths | | | | | | |
|------------|---------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| GROW Model | Goal | 8 | The current development Goal of the club is in line with your needs. | 4.53 | 0.56 | 1 |
| | | 7 | The club 's fees are reasonable. | 3.68 | 0.90 | 2 |
| | | 6 | The Goal set by the club is reasonable. | 3.51 | 0.91 | 3 |
| | Reality | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 0.85 | 1 |
| | | 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 0.84 | 2 |
| | | 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 3 |
| | | 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 4 |
| | | 18 | You and your child joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 5 |
| | Option | 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 1 |
| | | 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 2 |
| | Will | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 1 |
| | | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 2 |
| | | 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 3 |

In the Goal dimension, the highest-rated strength is the current development Goal of the club is in line with your needs (\bar{X} = 4.53, S.D.= 0.56), followed by The club's fees are reasonable (\bar{X} = 3.68, S.D.= 0.90) and The Goal set by the club is reasonable (\bar{X} = 3.51, S.D.= 0.91). For Reality, members appreciate The club currently organizes competitions that are perfect for your needs (\bar{X} = 4.01, S.D.= 0.85) and are satisfied with Your satisfaction with your current club in terms of the quality of train and competition (\bar{X} = 3.99, S.D.= 0.84) and Your satisfaction with the current training effectiveness of the club (\bar{X} = 3.95, S.D.= 0.77). Additionally, members recognize The club has done a good job in improving the skill level of consumers (\bar{X} = 3.95, S.D.=

0.78) and value You and your child joined the current club because it has a good reputation and influence ($\bar{X} = 3.76$, S.D.= 0.95). In the Option category, The timing of the current club activities is reasonable is rated as reasonable ($\bar{X} = 3.60$, S.D.= 0.95), and Your satisfaction with the plans your club has made for you follows ($\bar{X} = 3.47$, S.D.= 0.88). Lastly, under Will, members rate The execution of the club can ensure the successful completion of the plan highly ($\bar{X} = 4.46$, S.D.= 0.69), find You can easily make comments to the club and get an effective response ($\bar{X} = 3.90$, S.D.= 0.90), and view The club does a good job with safety measures for consumers when they attend table tennis train and competition positively ($\bar{X} = 3.47$, S.D.= 0.82).

Table 12 Combined with GROW Model Guangzhou Amateur Table Tennis Club Operation SWOT Analysis (continue)

| Weaknesses | | | | | | |
|------------|---------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| GROW Model | Goal | 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 1 |
| | Reality | 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 1 |
| | | 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 2 |
| | Option | 31 | The plan made by the club has flexibility or alternative plans. | 2.49 | 0.96 | 1 |
| | Will | 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 1 |
| | | 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 2 |
| | | 42 | The club 's publicity and promotion measures are in place. | 2.47 | 0.87 | 3 |

In the Goal dimension, the weakness identified is You are very aware of the development Goals of the club, ($\bar{X} = 2.45$, S.D. = 0.89), ranked 1st. For Reality, the items Your satisfaction with the comprehensive level of the club's coaching staff ($\bar{X} = 2.45$, S.D. = 0.95) and at present, the club is doing well in venues, facilities and environmental conditions ($\bar{X} = 2.49$, S.D. = 1.05) are ranked 1st and 2nd, respectively. In the Option dimension, the plan made by the club has flexibility or alternative plans is noted with ($\bar{X} = 2.49$, S.D. = 0.96), ranked 1st. Finally, for Will, The Club fully expands its business and optimizes revenue streams to increase income ($\bar{X} = 2.34$, S.D.

= 0.97), Clubs will reward members who actively participate in activities or perform well ($\bar{X} = 2.40$, S.D. = 1.00), and the club's publicity and promotion measures are in place ($\bar{X} = 2.47$, S.D. = 0.87) are ranked 1st, 2nd, and 3rd, respectively.



Table 12 Combined with GROW Model Guangzhou Amateur Table Tennis Club
Operation SWOT Analysis (continue)

| Opportunities | | | | | | |
|---------------|---------|-------|---|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| GROW Model | Goal | 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | 3.89 | 0.77 | 1 |
| | Reality | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 1 |
| | | 19 | You and your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 0.64 | 2 |
| | | 22 | Your family is very supportive of my participation in amateur table tennis club activities. | 3.90 | 0.72 | 3 |
| | | 10 | Guangzhou has a good table tennis atmosphere. | 3.81 | 0.77 | 4 |
| | | 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | 3.80 | 0.81 | 5 |
| | | 24 | Your expenditure on sports consumption has increased more than before. | 3.41 | 1.02 | 6 |
| | Option | 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 0.90 | 1 |
| | | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 2 |
| | | 26 | The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs. | 3.81 | 0.97 | 3 |
| | | 25 | The consumption expenditure in the current club will not make me feel financial pressure. | 3.56 | 0.92 | 4 |
| | Will | 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 0.62 | 1 |
| | | 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | 3.88 | 0.81 | 2 |
| | | 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 0.92 | 3 |

In the Goal dimension, the opportunity identified is Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis ($\bar{X} = 3.89$, S.D. = 0.77), ranked 1st. In the Reality dimension, the top opportunities are The development of the club makes full use of the 'favorable policy for the development of amateur table tennis in China' ($\bar{X} = 4.51$, S.D. = 0.67), followed by You and your child chose to join the amateur table tennis club because of the love of table tennis ($\bar{X} = 4.48$, S.D. = 0.64), Your family is very supportive of my participation in amateur table tennis club activities ($\bar{X} = 3.90$, S.D. = 0.72), Guangzhou has a good table tennis atmosphere ($\bar{X} = 3.81$, S.D. = 0.77), Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club ($\bar{X} = 3.80$, S.D. = 0.81), and Your expenditure on sports consumption has increased more than before ($\bar{X} = 3.41$, S.D. = 1.02). In the Option dimension, Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou ($\bar{X} = 4.31$, S.D. = 0.90) is ranked 1st, followed by The Internet and big data have promoted the development of clubs ($\bar{X} = 4.11$, S.D. = 0.78), The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs ($\bar{X} = 3.81$, S.D. = 0.97), and The consumption expenditure in the current club will not make me feel financial pressure ($\bar{X} = 3.56$, S.D. = 0.92). Lastly, in the Will dimension, the top opportunities are Guangzhou's well-developed economy has helped the development of amateur table tennis clubs ($\bar{X} = 4.58$, S.D. = 0.62), The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs ($\bar{X} = 3.88$, S.D. = 0.81), and The current club has better advantages than other amateur table tennis clubs in Guangzhou ($\bar{X} = 3.86$, S.D. = 0.92).

Table 12 Combined with GROW Model Guangzhou Amateur Table Tennis Club
Operation SWOT Analysis (continue)

| Threats | | | | | | |
|---------------|---------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| GROW Model | Reality | 23 | Pressure from life will not hinder your participation in club activities. | 2.47 | 0.81 | 1 |
| | | 21 | The pressure from work or studies will not hinder your participation in club activities. | 2.48 | 0.88 | 2 |
| | Option | 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | 2.48 | 0.92 | 1 |
| | | 37 | National policy allows you to have more leisure time to participate in amateur table tennis. | 2.49 | 0.94 | 2 |
| | Will | 33 | You and your child are only willing to participate in table tennis activities, rather than engaging in activities of other projects. | 2.45 | 1.00 | 1 |
| | | 39 | The popularity of electronic products will not affect consumers' participation in table tennis activities. | 2.49 | 0.72 | 2 |

In the Reality, the threats identified are Pressure from life will not hinder your participation in club activities ($\bar{X} = 2.47$, S.D. = 0.81) and the pressure from work or studies will not hinder your participation in club activities ($\bar{X} = 2.48$, S.D. = 0.88), ranked 1st and 2nd, respectively. In the Option, the items The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club ($\bar{X} = 2.48$, S.D. = 0.92) and National policy allows you to have more leisure time to participate in amateur table tennis ($\bar{X} = 2.49$, S.D. = 0.94) are ranked 1st and 2nd. In the Will, You and your child are only willing to participate in table tennis activities, rather than engaging in activities of other projects ($\bar{X} = 2.45$, S.D. = 1.00) is ranked 1st, followed by the popularity of electronic products will not affect consumers' participation in table tennis activities ($\bar{X} = 2.49$, S.D. = 0.72), ranked 2nd.

Table 13 Combined with 4M Management Theory Guangzhou Amateur Table Tennis Club Operation SWOT Analysis

| Strengths | | | | | | |
|----------------------|------------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| 4M Management Theory | Management | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 1 |
| | | 13 | The club currently organizes competitions that are perfect for your needs! | 4.01 | 0.85 | 2 |
| | | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 3 |
| | | 18 | You and your child joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 4 |
| | | 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 5 |
| | | 6 | The Goal set by the club is reasonable. | 3.51 | 0.91 | 6 |
| | | 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 7 |
| | | 31 | The plan made by the club has flexibility or alternative plans. | 3.13 | 0.99 | 8 |
| | Money | 7 | The club's fees are reasonable. | 3.68 | 0.90 | 1 |
| | Man | 8 | The current development Goal of the club is in line with your needs. | 4.53 | 0.56 | 1 |
| | | 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 0.84 | 2 |
| | | 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 3 |
| | | 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 4 |
| | Material | 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 1 |

In Management, the strengths include The execution of the club can ensure the successful completion of the plan ($\bar{X} = 4.46$, S.D. = 0.69), The club currently organizes competitions that are perfect for your needs ($\bar{X} = 4.01$, S.D. = 0.85), and You can easily make comments to the club and get an effective response ($\bar{X} = 3.90$, S.D. = 0.90), ranked 1st, 2nd, and 3rd, respectively. Additional strengths in this dimension are You and your child joined the current club because it has a good

reputation and influence ($\bar{X} = 3.76$, S.D. = 0.95), The timing of the current club activities is reasonable ($\bar{X} = 3.60$, S.D. = 0.95), and The Goal set by the club is reasonable ($\bar{X} = 3.51$, S.D. = 0.91). In Money, The club's fees are reasonable is noted as a strength ($\bar{X} = 3.68$, S.D. = 0.90). For Man, key strengths include The current development Goal of the club is in line with your needs ($\bar{X} = 4.53$, S.D. = 0.56), Your satisfaction with your current club in terms of the quality of train and competition ($\bar{X} = 3.99$, S.D. = 0.84), and Your satisfaction with the current training effectiveness of the club ($\bar{X} = 3.95$, S.D. = 0.77). Lastly, in Material, The club does a good job with safety measures for consumers when they attend table tennis train and competition is highlighted ($\bar{X} = 3.47$, S.D. = 0.82).

Table 13 Combined with 4M Management Theory Guangzhou Amateur Table Tennis Club Operation SWOT Analysis (continue)

| Weaknesses | | | | | | |
|----------------------------|----------------|----|--|-----------|------|------|
| Theory | | No | Topic | \bar{X} | S.D. | Rank |
| 4M Management Theory | Manage ment | 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 1 |
| | | 42 | The club 's publicity and promotion measures are in place. | 2.47 | 0.87 | 2 |
| | Money | 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 1 |
| | | 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 2 |
| | Man | 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 1 |
| | Material | 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 1 |

In Management, the weaknesses identified are You are very aware of the development Goals of the club ($\bar{X} = 2.45$, S.D. = 0.89) and the club's publicity and promotion measures are in place ($\bar{X} = 2.47$, S.D. = 0.87), ranked 1st and 2nd, respectively. In Money, the weaknesses The Club fully expands its business and optimizes revenue streams to increase income ($\bar{X} = 2.34$, S.D. = 0.97), ranked 1st, and Clubs will reward members who actively participate in activities or perform well ($\bar{X} = 2.40$, S.D. = 1.00), ranked 2nd. In Man, the weakness is Your satisfaction with the comprehensive level of the club's coaching staff ($\bar{X} = 2.45$, S.D. = 0.95), ranked 1st. Lastly, in Material, the weakness noted is at present, the club is doing well in venues, facilities and environmental conditions ($\bar{X} = 2.49$, S.D. = 1.05), ranked 1st.

Table 13 Combined with 4M Management Theory Guangzhou Amateur Table Tennis Club Operation SWOT Analysis (continue)

| Opportunities | | | | | | |
|----------------------|-------------|----|--|-----------|------|------|
| Theory | | No | Topic | \bar{X} | S.D. | Rank |
| 4M Management Theory | Manage ment | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 1 |
| | Money | 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 0.62 | 1 |
| | | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 0.92 | 2 |
| | | 24 | My expenditure on sports consumption has increased more than before. | 3.41 | 1.02 | 3 |
| | Man | 19 | I chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 0.64 | 1 |
| | | 22 | My family is very supportive of my participation in amateur table tennis club activities. | 3.90 | 0.72 | 2 |
| | | 36 | Chinese table tennis has played a positive role in leading consumers to participate in table tennis. | 3.89 | 0.77 | 3 |
| | Material | 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 0.90 | 1 |
| | | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 2 |
| | | 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | 3.88 | 0.81 | 3 |
| | | 10 | Guangzhou has a good table tennis atmosphere. | 3.81 | 0.77 | 4 |
| | | 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | 3.80 | 0.81 | 5 |
| | | 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 0.92 | 6 |
| | | 26 | The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs. | 3.81 | 0.97 | 7 |

In the Management dimension, the opportunity identified is the development of the club makes full use of the favorable policy for the development of amateur table tennis in China' ($\bar{X} = 4.51$, S.D. = 0.67), ranked 1st. In the Money, Guangzhou's well-developed economy has helped the development of amateur table tennis clubs ($\bar{X} = 4.58$, S.D. = 0.62), followed by the consumption expenditure in the current club will not make you feel financial pressure ($\bar{X} = 3.56$, S.D. = 0.92) and My expenditure on sports consumption has increased more than before ($\bar{X} = 3.41$, S.D. = 1.02), ranked 1st, 2nd, and 3rd, respectively. For Man, the opportunities include I chose to join the amateur table tennis club because of the love of table tennis ($\bar{X} = 4.48$, S.D. = 0.64), My family is very supportive of my participation in amateur table tennis club activities ($\bar{X} = 3.90$, S.D. = 0.72), and Chinese table tennis has played a positive role in leading consumers to participate in table tennis ($\bar{X} = 3.89$, S.D. = 0.77). In the Material dimension, the top opportunities are Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou ($\bar{X} = 4.31$, S.D. = 0.90), The Internet and big data have promoted the development of clubs ($\bar{X} = 4.11$, S.D. = 0.78), and The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs ($\bar{X} = 3.88$, S.D. = 0.81). Additional opportunities include Guangzhou has a good table tennis atmosphere ($\bar{X} = 3.81$, S.D. = 0.77), Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club ($\bar{X} = 3.80$, S.D. = 0.81), The current club has better advantages than other amateur table tennis clubs in Guangzhou ($\bar{X} = 3.86$, S.D. = 0.92), and The relevant departments of Guangzhou are of great help to the development of amateur table tennis clubs ($\bar{X} = 3.81$, S.D. = 0.97).

Table 13 Combined with 4M Management Theory Guangzhou Amateur Table Tennis Club Operation SWOT Analysis (continue)

| Threats | | | | | | |
|----------------------|----------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| 4M Management Theory | Man | 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | 2.48 | 0.92 | 1 |
| | Material | 33 | You are only willing to participate in table tennis activities, rather than engaging in activities of other projects. | 2.45 | 1.00 | 1 |
| | | 23 | Pressure from life will not hinder your participation in club activities. | 2.47 | 0.81 | 2 |
| | | 21 | The pressure from work or studies will not hinder your participation in club activities. | 2.48 | 0.88 | 3 |
| | | 37 | National policy allows me to have more leisure time to participate in amateur table tennis. | 2.49 | 0.94 | 4 |
| | | 39 | The popularity of electronic products will not affect consumers' participation in table tennis activities. | 2.49 | 0.72 | 5 |

In the Man, the performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club ($\bar{X} = 2.48$, S.D. = 0.92), ranked 1st. In the Material, You are only willing to participate in table tennis activities, rather than engaging in activities of other projects ($\bar{X} = 2.45$, S.D. = 1.00), followed by Pressure from life will not hinder your participation in club activities ($\bar{X} = 2.47$, S.D. = 0.81), The pressure from work or studies will not hinder your participation in club activities ($\bar{X} = 2.48$, S.D. = 0.88), National policy allows me to have more leisure time to participate in amateur table tennis ($\bar{X} = 2.49$, S.D. = 0.94), and The popularity of electronic products will not affect consumers' participation in table tennis activities ($\bar{X} = 2.49$, S.D. = 0.72), ranked 1st to 5th, respectively.

Table 14 Combined with the McKinsey 7S Model to analyze the SWOT analysis of the operation of amateur table tennis clubs in Guangzhou.

| Strengths | | | | | | |
|----------------------|--------------|-------|--|------|------|---|
| Theory | No | Topic | \bar{X} | S.D. | Rank | |
| McKinsey 7S Model | Strategy | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 0.56 | 1 |
| | | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 0.67 | 2 |
| | System | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 0.85 | 1 |
| | | 7 | The club 's fees are reasonable. | 3.68 | 0.90 | 2 |
| | | 15 | The timing of the current club activities is reasonable. | 3.60 | 0.95 | 3 |
| | | 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 0.88 | 4 |
| | | 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 0.82 | 5 |
| | | 31 | The plan made by the club has flexibility or alternative plans. | 2.49 | 0.96 | 6 |
| | Style | 18 | You and your child joined the current club because it has a good reputation and influence. | 3.76 | 0.95 | 1 |
| | Skill | 14 | The timing of the current club activities is reasonable. | 3.99 | 0.84 | 1 |
| | | 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 0.77 | 2 |
| | | 5 | The club has done a good job in improving the skill level of consumers. | 3.95 | 0.78 | 3 |
| | Structure | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 0.69 | 1 |
| | | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 0.90 | 2 |
| | Shared Value | 6 | The Goal set by the club is reasonable. | 3.51 | 0.91 | 1 |

Table 14 Combined with the McKinsey 7S Model to analyze the SWOT analysis of the operation of amateur table tennis clubs in Guangzhou (continue)

| Weaknesses | | | | | | |
|----------------------|---------------|----|--|-----------|------|------|
| Theory | | No | Topic | \bar{X} | S.D. | Rank |
| McKinsey 7S Model | Strategy | 43 | The Club fully expands its business and optimizes revenue streams to increase income. | 2.34 | 0.97 | 1 |
| | | 41 | Clubs will reward members who actively participate in activities or perform well. | 2.40 | 1.00 | 2 |
| | | 4 | You are very aware of the development Goals of the club. | 2.45 | 0.89 | 3 |
| | | 42 | The club 's publicity and promotion measures are in place. | 2.47 | 0.87 | 4 |
| | System | 9 | At present, the club is doing well in venues, facilities and environmental conditions. | 2.49 | 1.05 | 1 |
| | Staff | 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | 2.45 | 0.95 | 1 |
| | Opportunities | | | | | |
| Theory | | No | Topic | \bar{X} | S.D. | Rank |
| McKinsey 7S Model | Strategy | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 0.78 | 1 |
| | System | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 0.92 | 1 |
| | Shared Value | 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 0.92 | 1 |

In Strategy, the strengths include the current development Goal of the club is in line with my needs ($\bar{X} = 4.53$, S.D. = 0.56) and the development of the club makes full use of the 'favorable policy for the development of amateur table tennis in China' ($\bar{X} = 4.51$, S.D. = 0.67), ranked 1st and 2nd, respectively. In System, the top strengths are the club currently organizes competitions that are perfect for your needs ($\bar{X} = 4.01$,

S.D. = 0.85), The club's fees are reasonable ($\bar{X} = 3.68$, S.D. = 0.90), and the timing of the current club activities is reasonable ($\bar{X} = 3.60$, S.D. = 0.95), with additional strengths in satisfaction with club plans and safety measures. In the Style dimension, the club's reputation and influence are noted, as You and your child joined the current club because it has a good reputation and influence ($\bar{X} = 3.76$, S.D. = 0.95). For Skill, key strengths include the timing of the current club activities is reasonable ($\bar{X} = 3.99$, S.D. = 0.84), satisfaction with training effectiveness ($\bar{X} = 3.95$, S.D. = 0.77), and improvement of skill levels ($\bar{X} = 3.95$, S.D. = 0.78). In Structure, the strengths are the execution of the club can ensure the successful completion of the plan ($\bar{X} = 4.46$, S.D. = 0.69) and ease of feedback, as You can easily make comments to the club and get an effective response ($\bar{X} = 3.90$, S.D. = 0.90). In Shared Value, the strength identified is The Goal set by the club is reasonable ($\bar{X} = 3.51$, S.D. = 0.91). In Strategy, the Weaknesses identified include The Club fully expands its business and optimizes revenue streams to increase income ($\bar{X} = 2.34$, S.D. = 0.97), Clubs will reward members who actively participate in activities or perform well ($\bar{X} = 2.40$, S.D. = 1.00), You are very aware of the development Goals of the club ($\bar{X} = 2.45$, S.D. = 0.89), and The club's publicity and promotion measures are in place ($\bar{X} = 2.47$, S.D. = 0.87), ranked 1st to 4th, respectively. In the System dimension, the main weakness is at present, the club is doing well in venues, facilities and environmental conditions ($\bar{X} = 2.49$, S.D. = 1.05). In the Staff, the identified weakness is Your satisfaction with the comprehensive level of the club's coaching staff ($\bar{X} = 2.45$, S.D. = 0.95), ranked 1st. In the Strategy dimension, the Opportunity identified is The Internet and big data have promoted the development of clubs ($\bar{X} = 4.11$, S.D. = 0.78). In the System dimension, the opportunity is the consumption expenditure in the current club will not make you feel financial pressure ($\bar{X} = 3.56$, S.D. = 0.92). Lastly, in the Shared Value dimension, the opportunity identified is the current club has better advantages than other amateur table tennis clubs in Guangzhou ($\bar{X} = 3.86$, S.D. = 0.92).

Through the SWOT analysis of the consumer questionnaire of Guangzhou Amateur Table Tennis Club, the strengths and weaknesses of internal capabilities and the opportunities and threats of the external environment are analyzed and ranked under the four factors of Goal, Reality, Option, and Will under the GROW Model, and the four factors of Management, Money, Man, and Material under the 4M Management Theory, and the seven factors of Strategy, Systems, Styles, Skill, Staff, Structure, and Shared value under the McKinsey 7S Model. Opportunities and challenges of the external environment are analyzed and ranked, and the top two ranked factors are selected under each factor from the internal strengths and external opportunities, the selected factors are summarized according to the theoretical dimensions, and the detailed analysis results are shown in Table 15.

Table 15 Summary of Analysis of Internal Strengths and External Opportunities of Amateur Table Tennis Club Operations in Guangzhou.

| Theory | | No | Factors | \bar{X} | Rank |
|------------|---------|----|---|-----------|------|
| GROW Model | Goal | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 1 |
| | | 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | 3.89 | 2 |
| | | 7 | The club 's fees are reasonable. | 3.68 | 3 |
| | Reality | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 1 |
| | | 19 | You or your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 2 |
| | | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 3 |
| | | 14 | The timing of the current club activities is reasonable. | 3.99 | 4 |
| | Option | 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 1 |
| | | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 2 |
| | | 15 | The timing of the current club activities is reasonable. | 3.60 | 3 |
| | | 29 | Your satisfaction with the plans your club has made for you. | 3.47 | 4 |
| | Will | 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 1 |
| | | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 1 |
| | | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 2 |
| | | 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | 3.88 | 2 |

Table 15 Summary of Analysis of Internal Strengths and External Opportunities of Amateur Table Tennis Club Operations in Guangzhou (continue)

| Theory | | No | Factors | \bar{X} | Rank |
|----------------------|------------|----|--|-----------|------|
| 4M Management Theory | Management | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 1 |
| | | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 2 |
| | | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 3 |
| | Man | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 1 |
| | | 19 | You or your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 2 |
| | | 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 3 |
| | | 22 | Your family is very supportive of my participation in amateur table tennis club activities. | 3.90 | 4 |
| | Material | 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 1 |
| | | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 2 |
| | | 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | 3.47 | 3 |
| | Money | 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 1 |
| | | 7 | The club 's fees are reasonable. | 3.68 | 2 |
| | | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 3 |

Table 15 Summary of Analysis of Internal Strengths and External Opportunities of Amateur Table Tennis Club Operations in Guangzhou (continue)

| Theory | No | Factors | \bar{X} | Rank |
|----------------------|----|--|-----------|------|
| McKinsey 7S Model | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 1 |
| | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 2 |
| | 28 | The Internet and big data has promoted the development of clubs. | 4.11 | 3 |
| | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 1 |
| | 7 | The club 's fees are reasonable. | 3.68 | 2 |
| | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 3 |
| | 18 | You and your child joined the current club because it has a good reputation and influence. | 3.76 | 1 |
| | 14 | Your satisfaction with your current club in terms of the quality of train and competition. | 3.99 | 1 |
| | 12 | Your satisfaction with the current training effectiveness of the club. | 3.95 | 2 |
| | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 1 |
| | 38 | You can easily make comments to the club and get an effective response. | 3.9 | 2 |
| | 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | 3.86 | 1 |
| | 6 | The Goal set by the club is reasonable. | 3.51 | 2 |

Through Table 15, in the analysis and ranking of the internal advantages and external opportunities of amateur table tennis clubs in Guangzhou, the researchers selected the following three factors in the Goal of GROW Model. The current development Goal of the club is in line with my needs, Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis and The club's fees are reasonable, in Reality, they selected The development of the club makes full use of the favorable policy for the development of amateur table tennis in China, You or your child chose to join the amateur table tennis club because of the love of table tennis, The club currently organizes competitions that are perfect for your needs and Your family is very supportive of my participation in amateur table tennis club activities. In Option, the

four factors selected were Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou. The Internet and big data have promoted the development of clubs, The timing of the current club activities is reasonable and Your satisfaction with the plans your club has made for you. In Will, the four factors selected where Guangzhou's well-developed economy has helped the development of amateur table tennis clubs, The execution of the club can ensure the successful completion of the plan, you can easily make comments to the club and get an effective response and The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs.

In the 4M management Theory, Management selected the following three factors, The development of the club makes full use of the favorable policy for the development of amateur table tennis in China, the execution of the club can ensure the successful completion of the plan and The club currently organizes competitions that are perfect for your needs. In Man, the following four factors were selected, the current development Goal of the club is in line with my needs, You or your child chose to join the amateur table tennis club because of the love of table tennis, Your satisfaction with your current club in terms of the quality of train and competition and Your family is very supportive of my participation in amateur table tennis club activities. In Material, the following three factors were selected, Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou, The Internet and big data have promoted the development of clubs and the club does a good job with safety measures for consumers when they attend table tennis train and competition. In Money, the following three factors were selected, Guangzhou's well-developed economy has helped the development of amateur table tennis clubs, The club 's fees are reasonable and the consumption expenditure in the current club will not make you feel financial pressure.

In McKinsey 7S Model, the three factors The current development Goal of the club is in line with my needs, The development of the club makes full use of the favorable policy for the development of amateur table tennis in China and The Internet and big data has promoted the development of clubs were selected in the Strategy, the three factors The club currently organizes competitions that are perfect for your needs, The club 's fees are reasonable and The consumption expenditure in the current club will not make you feel financial pressure were selected in the System, the factor You and your child joined the current club because it has a good reputation and influence was selected in Style, the two factors Your satisfaction with your current club in terms of the quality of train and competition and Your satisfaction with the current training effectiveness of the club were selected in the Skill, No factors were selected in the Staff, the two factors The execution of the club can ensure the successful completion of the plan and You can easily make comments to the club and

get an effective response were selected in Structure, the two factors The current club has better advantages than other amateur table tennis clubs in Guangzhou and The Goal set by the club is reasonable were selected in the Shared value.

4.2.2 Content analysis of interviews with managers, coaches, and consumers of amateur table tennis clubs in Guangzhou.

Interviews with managers, coaches, and consumers were based on the GROW Model, 4M Management Theory, and the McKinsey 7S Model.

4.2.2.1 Analysis of the personal factors of managers and coaches of amateur table tennis clubs in Guangzhou.

The researchers conducted interviews with the managers of amateur table tennis clubs in Guangzhou, which included the managers' and coaches' positions, academic qualifications, majors studied, and sports experiences, and analyzed them using frequency counts and percentages, and the specific results of the analyses are shown in Table 16 and 17.

Table 16 Analysis of Individual Factors for Managers of Amateur Table Tennis Clubs in Guangzhou

n=15

| Personal information factors | Frequency | Percentage |
|---|-----------|------------|
| Positions | | |
| General Manager | 7 | 46.67% |
| Head Coach | 2 | 13.33% |
| Investor | 4 | 26.67% |
| Shop Manager | 2 | 13.33% |
| Remarks, concurrently holding other positions | 8 | 53.33% |
| Total | 15 | 100 |
| Academic qualifications | | |
| Undergraduate | 8 | 53.33% |
| post-secondary | 7 | 46.67% |
| Total | 15 | 100 |
| Major | | |
| Sports training | 7 | 46.67% |
| Cosmetic Technology | 1 | 6.67% |
| Business Administration | 1 | 6.67% |
| Physical Education | 3 | 20% |
| Applied Software | 1 | 6.67% |
| Marketing | 1 | 6.67% |
| Transport | 1 | 6.67% |
| Total | 15 | 100 |

As can be seen from Table 16, among 15 managers of amateur table tennis clubs in Guangzhou, in terms of position type, there are 7 general managers (46.67%), 2 chief coaches (13.33%), 4 investors (26.67%), 2 shop managers (13.33%), and 8 (53.33%) of them hold other positions as well. In terms of education, 8 people (53.33%) have a bachelor's degree, and 7 people (46.67%) have a college degree. In terms of professional distribution, seven (46.67 %) were in the field of sports training, while the others were in the fields of cosmetic technology, business administration, application software, marketing, and transport, each accounting for (6.67 %) of the total, and in the field of physical education, three, accounting for (20 %) of the total.

Table 17 Analysis of Individual Factors for Coaches of Amateur Table Tennis Clubs in Guangzhou

n=10

| Personal information factors | | Frequency | Percentage |
|------------------------------|--|-----------|------------|
| Positions | Part-time | 4 | 40% |
| | full-time job | 6 | 60% |
| | Total | 10 | 100 |
| Academic Qualifications | post-secondary | 8 | 80% |
| | undergraduate course | 2 | 20% |
| | Total | 10 | 100 |
| Major | Pharmacy | 1 | 10% |
| | Medical Devices | 1 | 10% |
| | Modern Logistics Management | 1 | 10% |
| | Visual Design | 1 | 10% |
| | Engineering Management | 1 | 10% |
| | Finance | 1 | 10% |
| | Road, Bridge and Engineering Technology | 1 | 10% |
| | Statistics | 1 | 10% |
| | Pharmaceutical Quality and Safety | 1 | 10% |
| | Logistics Management | 1 | 10% |
| | Total | 10 | 100 |
| Athlete level | Secondary | 1 | 10% |
| | none | 9 | 90% |
| | Total | 10 | 100 |
| Coach level | Junior Social Sports Instructor (Table Tennis) | 2 | 20% |
| | Senior Club Coach | 2 | 20% |
| | None | 6 | 60% |
| | Total | 10 | 100 |

As can be seen from Table 17, 60 % of the 10 coaches of the Guangzhou Amateur Table Tennis Club interviewed were full-time and 40 % part-time in their positions, in terms of academic qualifications, 80 % possessed a college degree and 20 % a bachelor's degree. Diversified professional backgrounds were found in 10 different fields, such as pharmacy, medical devices, modern logistics management, visual design, engineering management, finance, road and bridge and engineering technology, statistics, pharmaceutical quality and safety, and logistics management, each accounting for 10 % of the total, suggesting that those engaged in the industry had a wide range of backgrounds, but none of them had a professional background in kinesiology. On athlete grades, 90 % were ungraded, and only 10 % were Grade 2 athletes, possibly indicating that athlete grades are not necessary for the job. For the coaches' grades, 60 % were ungraded, 20 % were junior social sports instructors (table tennis), and 20 % were senior coaches in clubs. Most of them did not have professional coaching certifications, which might affect their teaching level and professionalism.

4.2.2.2 Content analysis of interviews with amateur table tennis clubs in Guangzhou based on the GROW Model

Content analysis of the interviews on the Goal dimension based on the GROW Model

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the GOAL dimension into the following 5 points.

Stability and development

Managers set pragmatic and forward-looking Goals. Initial Goals are to ensure the stability and gradual profitability of the club, for example, some managers have set targets for the club's monthly turnover, the number of classes sold, and the number of extended customers. Longer-term Goals include establishing roots in the community, developing players at multiple levels, and increasing the brand's influence. Managers hope that the club will not only provide high-quality table tennis training but also meet the needs of different consumers and increase consumer satisfaction and loyalty. Expanding the club on this basis, for example, by opening another new club. However, most of the club managers are professional table tennis players with strong table tennis training business ability, but the managers also admit that their own management knowledge and management level are lacking, and the clubs lack specialized management talents, which has encountered more obstacles in expanding the scale while maintaining stable development.

4.2.2.2 Content analysis of interviews with amateur table tennis clubs in Guangzhou based on the GROW Model

Content analysis of the interviews on the Goal dimension based on the GROW Model

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the GOAL dimension into the following 5 points.

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Managers set pragmatic and forward-looking Goals. Initial Goals are to ensure the stability and gradual profitability of the club, for example, some managers have set targets for the club's monthly turnover, the number of classes sold, and the number of extended customers. Longer-term Goals include establishing roots in the community, developing players at multiple levels, and increasing the brand's influence. Managers hope that the club will not only provide high-quality table tennis training but also meet the needs of different consumers and increase consumer satisfaction and loyalty. Expanding the club on this basis, for example, by opening another new club. However, most of the club managers are professional table tennis players with strong table tennis training business ability, but the managers also admit that their own management knowledge and management level are lacking, and the clubs lack specialized management talents, which has encountered more obstacles in expanding the scale while maintaining stable development.

Diversification strategy

The manager indicated that the sources of income mainly include training charges, venue rental, and tournament organization. Such a revenue structure basically lights hook to meet the club's stable development Goals. However, the manager hopes that diversification of the income structure, such as secondary school table tennis training and sales of peripheral products, will help to increase economic stability and development potential. For example, club revenues have increased significantly through the organization of internal amateur club competitions and businesses such as secondary school table tennis training courses and the hosting of table tennis skill level examinations. Some clubs, which face the problems of single revenue and small scale that limit economic growth, will consider participating in cross-provincial and municipal amateur table tennis exchanges in the future, or even internationally, which not only boosts the club's revenue but also generates income from sports tourism. Stable and diversified sources of income are considered to be the key to the club's sustainable development, and new revenue channels need to continue to be explored.

Intensify publicity

Managers are important in terms of publicity but have never achieved the desired results. Managers summarize the main operational barriers to include insufficient manpower, especially professionals, limited management capacity, overly

homogeneous and traditional publicity and promotion, and poor utilization of popular internet-based digital technologies. One manager pointed out that the lack of publicity and consumer awareness of the table tennis program had limited the club's growth. The managers suggested solutions such as increasing publicity, bringing in professional management personnel, strengthening teamwork and utilizing policy support, making full use of Internet digital technology, and using big data to promote the program on different Internet platforms, demonstrating flexibility and a positive attitude.

Teaching quality as a cornerstone

Managers' core values emphasize high-quality teaching and personality guidance, earning the trust of students and consumers and enhancing the club's reputation and appeal. For example, one manager emphasizes enhancing the club's brand impact and attractiveness by providing a pathway to further education and a feeder base for sports schools. This value not only contributes to economic benefits but also enhances social impact. But most of the club managers just keep this value in their own mind and do not pass this club value to the coaches and consumers of the club in a good way. Only some clubs use the production of promotional slogans, the design of the club Logo, club theme colors, and other ways to convey the values of managers and clubs.

Managers have demonstrated deep thinking and practical challenges and coping strategies in Goal setting, operating models, revenue streams, dealing with obstacles, and core values. Through innovation and proactive strategies, they strive to achieve the Goals of sustaining the club and balancing short-term stability with long-term growth.

Analysis of coaches' interviews

By analyzing the coaches' interviews, it is possible to organize the coaches' content in the Goal dimension into the following 5 points.

Teaching quality and consumer satisfaction

The coaches' desire to improve students' skills through high-quality teaching and personal guidance has earned the trust of students and consumers, ensuring the club's good reputation and attractiveness. For example, through high-level coach training and targeted training programs, consumers are able to progress in their skills, and consumer satisfaction with the club increases, which in turn enhances the club's reputation and helps the club to increase the rate of class sales and expand to new consumers. However, the club's training for coaches is only reflected in internal training, and the content of the training is relatively single, basically coaching exchange matches and meetings, so it is difficult to ensure the effectiveness of training and improve the level of coaches effectively. At the same time, the number of high-level coaches in the club is limited, resulting in an imbalance of coaching resources, which may affect the club's sales rate.

Club Development and Enrolment

The coaches believe that the first thing to do is to do the most basic job well, improve the quality of training, and raise the level of consumers so as to increase the visibility and influence of the club. Secondly, by participating in the club's public activities, for example, by organizing public experience classes and competition events, they not only increased the club's visibility but also attracted more new trainees, helping to expand the club's size. However, enrolment pressure and maintaining consumer stability remain challenges, especially in a competitive market environment that requires continuous innovation of strategies. Some coaches mentioned that they felt overwhelmed about having to multi-task, with too much energy being taken up by enrolment pressure and marketing pressure.

Personal development and career advancement

Most of the coaches expressed their wish to achieve their personal career Goals and contribute to the success of their clubs by accumulating teaching and management experience, demonstrating clear career planning, and a positive attitude towards continuous learning. For example, they improved their teaching and management skills through continuous learning and practice and looked forward to becoming the management of their clubs in the future. However, the smaller size of some clubs, limited promotion opportunities, and the issue of balancing personal Goals with club interests may pose challenges and require more external opportunities and resources for support. Some coaches mentioned the limited promotion opportunities and restricted room for personal development within smaller clubs and the need to seek more external training and development opportunities.

Economic stability

Coaches wanted a stable income from their coaching jobs to ensure financial independence and quality of life, enabling them to focus on their teaching and professional development. For example, through stable income from coaching jobs and lesson fees, personal financial independence and quality of life were ensured, thus enabling them to focus more on teaching and career development. However, some coaches indicated that the salary structure of the clubs was purely lesson fees, and the income depended on the number of lessons. Although this salary structure encouraged coaches to work more and earn more, the unstable income and financial pressure were particularly prominent during the low enrolment seasons, which affected professional commitment and growth. Some coaches mentioned that in the face of this situation, it is still necessary to improve their comprehensive level to ensure that they have stable consumers.

Performance of a competition

The Goal of delivering players and gaining match results was mentioned by several coaches in the interviews. Through scientific training and tactical guidance, consumers' skill levels and competition results are enhanced, increasing club

awareness and consumer confidence. For example, through scientific training and tactical guidance, students achieved excellent results in competitions, which not only enhanced their confidence and sense of achievement but also brought more recognition and attention to the club. However, when organizing consumer participation, it is important to consider the needs and levels of different consumers. Some coaches have mentioned that there is a discrepancy between the level of consumers and the level of the tournament, which not only does not enhance the consumers' performance and experience in the tournament but also makes the consumers question the club's management and coaching level, which affects the stability of the club's customers.

Coaches improve students' skills through high-quality teaching and personalized guidance, winning the trust of students and consumers, thus enhancing the club's reputation and the sale rate of lessons, showing their efforts in improving teaching quality and consumer satisfaction. However, the single content of training within the clubs and the limited resources of high-level coaches have affected the training effect and overall competitiveness. Despite increased visibility through improved training quality and participation in public events, enrolment pressure and consumer stability remain challenges, affecting the club's development and enrolment. Coaches want to achieve career advancement by gaining experience, but small clubs limit development space and require more external training opportunities for personal development and career advancement. The salary structure relies on lesson fees, and income is unstable, especially in the off-season, affecting career commitment, which poses a challenge to coaches' financial stability. Enhancing competition performance through scientific training enhances the club's reputation but needs to be matched to consumer levels to avoid compromising the playing experience and trust, ultimately enhancing competition performance.

Analysis of the consumers' interviews

By analyzing the consumer interviews, it is possible to organize the consumers' content in the Goal dimension into the following 5 points.

Motivation and objectives

Consumers' motivations and Goals mainly cover physical exercise, social interaction, interest development, family influence, and skill enhancement. These Goals and needs are not as well met by clubs in terms of physical exercise and interest development, but they are not as well met in terms of social interaction and skill enhancement. Consumers over 50 years old said that apart from exercising, they want to make friends, that small clubs do not have the means to organize tournaments on their own, that the training activities are just 1-to-1 training with coaches, and that it is difficult to book high-level coaches. Consumers under the age of 12 want to exercise and improve their skills in order to develop into a professional sport, gain some advantages in higher education through table tennis tournaments, or pass secondary

school exams through table tennis-specific training. Consumers of different ages have different Goals and needs.

Physical exercise

The majority of consumers mentioned exercise as one of their main motivations for joining a club and the most basic need. Consumers see participation in sports as a way of exercising and improving physical fitness, and other things, such as friendships, competitions, etc., are added value to participation in sports. The need for physical activity does not discriminate between age groups or demographics. However, some consumers found that although the initial intention was to exercise, the intensity and frequency of training in the clubs did not achieve the expected results, resulting in limited actual physical exercise. Consumers said that some club coaches were very young, with insufficient sports experience and teaching experience, and that the quality of teaching still needed to be improved. In addition, the facilities and equipment of some clubs are relatively old, which affects the effect and experience of exercise, and consumers' overall satisfaction with the clubs is reduced.

Social interactions

Some consumers particularly valued social interaction, citing making friends and interacting with others through the club as the main motivation. This was particularly prominent among consumers aged 50+, who highlighted social interaction as the most important motivation for joining a club, reflecting the role of clubs in providing a social platform. The motivation of social interaction was also cited by consumers under 12 years old, who indicated that social communication skills are very important in society nowadays, and they would like to be able to develop young children's communication skills from an early age through participation in table tennis activities. These consumers stated that social communication skills are very important in today's society and that they would like to develop their communication skills from a young age through participation in table tennis activities, where they can communicate with teammates, opponents, and coaches. However, some consumers also pointed out that the arrangement of social activities in the club was not rich enough or not frequent enough to fully meet their social needs. Sometimes, consumers felt that communication with other members was limited, and the only person they communicated with each time was the coach, who failed to meet their social needs.

Cultivating interest

Many consumers are concerned with developing interests and hobbies. Consumers' motivations for joining clubs include a personal love of table tennis but not having extensive experience of the sport or a high level of table tennis, joining clubs to maintain their hobby. Some consumers want to develop their children's sporting hobbies in a variety of ways. However, clubs may not have sufficiently varied programmes and training methods to meet the interests of all consumers. Consumer consumers indicated that the training programs were too homogeneous and

repetitive, resulting in children's interest in waning or even losing the motivation to continue participating. In addition, some consumers indicated that the training programmers of the clubs were not grouped according to the level of consumers, resulting in higher-level consumers finding the training not difficult and lower-level consumers finding the training too difficult, leading to a gradual decrease in the level of participation.

Family Impact

Family impact plays an important part in the motivation of some consumers. Consumers were either table tennis enthusiasts themselves or had joined a club and wanted to get their children involved in the sport. Some consumers reported joining clubs because their child was already a member of the school team or wanted to join the school team in order to keep their child at a high level and to have regular exercise time. However, some consumers found that the teaching quality and management level of the clubs did not fully meet consumers' expectations, resulting in unsatisfactory training results for children. Some consumers reported that the coach's teaching methods were too traditional to effectively stimulate their children's interest and potential, which in turn affected consumers' satisfaction and willingness to continue participation. Some consumers also pointed out that the communication between the clubs and consumers was insufficient and failed to provide timely feedback on their children's training. Consumers aged more than 50 years old said that their children were supportive of their participation in table tennis, but at the same time, about physical discomfort during the sport and therefore asked clubs to raise their standards in terms of safeguarding the health and safety of consumers.

Consumer Goals include physical activity, social interaction, developing interests, family influence, and skills enhancement. Clubs perform reasonably well on basic needs but fall short on socialism and skills enhancement, consumers over 50 value socialism, and those under 12 focus on skills and progression. The intensity, frequency, and facilities of training at some clubs fall short of expectations, affecting results, socialism and courses are insufficient to needs. Consumers want to train at a high level but are dissatisfied with the quality of teaching and management, and there is a need to improve communication and health protection. Clubs should enhance training, enrich social activities, and optimize curriculum and teaching quality to better needs.

Content analysis of the interviews on the Reality dimension based on the GROW model

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers in the Reality dimension into the following 5 points.

Flat management

The organizational structure of clubs is generally flat. The head or general manager is subordinate to the grassroots staff, and in some clubs, the head and general

manager also serve as the grassroots coach. This structure allows clubs to remain efficient in their day-to-day operations. However, marketing challenges remain, with a lack of professional marketing talent limiting the visibility and appeal of clubs, affecting new student recruitment and club expansion.

Management knowledge and competencies

The management team is deficient in the knowledge and skills required to run a successful club. Club managers usually come from professional table tennis players and have very good levels and experience in table tennis training and teaching, but running a table tennis club requires not only table tennis skills but also systematic management and marketing strategies, which are generally lacking in the current team. Although the team has some expertise, the lack of management and marketing has led to inefficient operations and poor promotion. The management team needs to learn and improve systematically in this area and make up for these shortcomings by bringing in management professionals and marketing experts in order to improve the club's overall operational level.

Major expenditures and financial position

The biggest expenditure of the club is the venue rent, followed by the commission expenditure of the coaches. These high expenditures put a lot of pressure on the economic stability of clubs. Especially for venue rentals, managers usually choose venues in high-traffic areas such as shopping malls and neighborhood sports centers in order to increase the number of consumers, but the rentals are correspondingly higher. The largest source of income for clubs is training fees, followed by venue rentals, and only one club manager has designed club peripherals for sale, which is a relatively single source of income and completely dependent on consumers. For example, the number of teenage consumers decreases dramatically when exams are approaching or when consumers are entering their year of further education, bringing with it the issue of fluctuating income and economic uncertainty.

Difficulties in implementing the plan

The main difficulties encountered by clubs in implementing their plans include insufficient resources and too many external influences. Despite the detailed plans formulated by managers, in the actual implementation process, they often fail to achieve the expected Goals due to limited resources and external influences. An even greater challenge lies in the implementation and sustained execution of the plans, which directly affects the long-term operation and development efficiency of the club. For example, marketing and promotional activities are difficult to carry out effectively due to a lack of professional talents, and teaching quality improvement programmers are affected by the absence or non-cooperation of consumers. These difficulties need to be overcome by strengthening the execution and resource allocation of the management team, optimizing the management process, communicating with consumers in-depth, and raising consumers' awareness and concept of sports.

Impact of Amateur Table Tennis Competitions

Amateur table tennis tournaments have a significant impact on clubs and individual consumers. These tournaments not only increase member participation and activity but also enhance club cohesion and socialization. By hosting competitions, clubs are able to earn a portion of their revenue. However, social organizations running competitions require approval and regulatory guidance from relevant government departments and are partially constrained, for example, amateur table tennis clubs with social organization attributes can be at odds with relevant government departments in terms of the lengthy competition bidding process, competition branding attribution, and revenue distribution. In addition, competition organization poses challenges in terms of management and allocation of venue resources, with the need to balance day-to-day operations and competition activities to ensure that things run smoothly. In particular, the organization of large-scale competition requires the coordination of resources from all parties to ensure the smooth running of the event and the satisfaction of the participants.

The Guangzhou Amateur Table Tennis Club faced significant challenges in terms of organizational structure, management capacity, financial situation, and competition operations. Despite the lack of capacity of the management team and high financial expenses, the club is striving to improve its financial stability and community awareness by clarifying its organizational structure and actively promoting competition. To achieve greater success, the club needs to bring in professional management talent, optimize financial management, and improve execution to overcome the existing difficulties and promote long-term development.

Analysis of coaches' interviews

Through the analysis of the coaches' interviews, it was possible to organize the coaches' content in the Reality dimension into the following six points.

Training and competition difficulties

Coaches mentioned that adolescent consumers are more academically orientated and that students have limited spare time, especially in the period approaching exams, leading to a lack of training time and motivation. For example, coaches noted that the low training attendance of adolescents limited their technical progress. The lack of opportunities to exchange matches with outside players affected the improvement of skills and experience. Difficulties in management and communication were also mentioned several times, particularly with regard to the management of young people and the higher demands placed on coaching standards by consumers. Consumer intervention also affected the execution of training and competition programmers. Coaches mentioned that students' lack of concentration and inconsistent attendance during training made it a challenge to develop effective training programs. There were deficiencies in the training equipment and field conditions at the clubs, which affected the effectiveness of the training and the overall experience of the students.

Salary structure and room for advancement

Most coaches are satisfied with the club's salary structure. They consider that the purely hourly rate or the base salary plus commission model can better reflect the workload and contribution and motivate them to stay motivated and enterprising. However, some coaches had mixed views on the room for promotion. Coaches mentioned that the lack of a clear promotion mechanism or job grading in the club limited their career development expectations. The lack of room for promotion may affect career development, making some coaches lack confidence in staying with the club in the long run. In addition, some coaches indicated that they would like to enhance their career skills and promotion opportunities by participating in more training and further education opportunities.

Strengths and Weaknesses

Coaches demonstrated different strengths in teaching. Some of the coaches felt that they had strengths in their teaching attitude and communication skills and were able to build good relationships with students and consumers as female coaches were able to understand the needs of female consumers better. At the same time, some coaches acknowledged their shortcomings in professional qualifications and experience. Coaches mentioned a lack of athlete ratings and coaching certificates that could affect their professional impact. Lack of systematic table tennis training experience and competition results were also cited as one of the disadvantages. In addition, some coaches' lack of competence in marketing and promotion affected student recruitment and club patronage growth.

Influences on training and race planning

The coaches mentioned the attendance and training attitude of adolescent consumers as the main factors affecting the training program. Inconsistent participation and attitudes of teenagers affected the effectiveness of training, an effect that did not affect older consumers and those in civil service occupations as their leisure time was more plentiful and regular. Consumers' perceptions and needs also influence the development of training plans. The limited availability of venue resources and factors of study, work, and life stress also have some impact on training effectiveness and quality. Managerial decisions and lack of venue resources limit the organization of instruction and deployment of resources. Weather factors can affect student attendance at classes. In addition, coaches highlighted the need for targeted training program adjustments based on students' actual circumstances to ensure training effectiveness and consumer progress.

Impact of Amateur Table Tennis Competitions

Amateur table tennis Competitions have a positive impact on both clubs and coaches. Coaches generally felt that Competitions increased the participation and activity of club members and enhanced the cohesion and socialization of the club. Competitions helped to improve teaching and promote the image of the club.

However, the organization of Competitions also posed management and venue resource allocation challenges. The preparation and organization of Competitions added to the workload, and there was a need to balance the day-to-day operations and tournament activities. Coaches noted that by coaching participants to participate in Competitions, they not only enhanced their teaching ability and experience but also strengthened their tournament organization and on-field adaptability, which had a positive impact on their career development.

The challenge of multitasking

Many coaches are required to not only teach but also take on multiple roles and responsibilities at their clubs. Coaches report that they need to take on administrative, recruitment, and logistical duties and that this multitasking adds to the stress of the job and affects their ability to focus on teaching. The lack of a dedicated manager makes it necessary for coaches to spend a lot of time on administration and marketing outside of teaching. Multi-tasking, although it can enhance the overall ability of coaches, also brings the risk of reduced efficiency and burnout. Coaches mentioned the need to bring in more management professionals to share these tasks in order to improve the overall operational efficiency of clubs and the quality of teaching.

Multiple challenges and opportunities are faced by coaches at this stage of their career in clubs. Whilst they demonstrate different strengths in teaching and communication, there are weaknesses in management, professional qualifications, and scope for promotion. Amateur table tennis tournaments have a positive impact on both clubs and coaches, but they also present organizational and management challenges. Many coaches need to wear multiple hats, which improves overall competence but also increases work pressure and the risk of burnout. Club managers need to optimize the allocation of resources and enhance coaches' professional skills and management capabilities to meet these challenges and promote the long-term development and success of their clubs.

Analysis of the consumers' interviews

By analyzing the consumer interviews, it is possible to organize the consumers' content in the Reality dimension into the following 4 points.

Joining Channels and Initial Impressions

Consumers join clubs through a variety of channels, such as referrals from friends, varsity coaches, and golfers. These referral channels usually result in higher levels of trust and expectations. For example, a consumer joined the club through a friend's referral. This personal referral gave him a more positive initial impression of the club and allowed him to quickly integrate into the club's atmosphere. In addition, a consumer who joined through a varsity coach's referral had higher expectations of the club's professionalism and coaching level. However, the actual experience sometimes differs from the initial impression, e.g., some consumers find that the club's management and services fail to fully meet their expectations during the actual

experience, resulting in lower satisfaction. This discrepancy between initial impression and actual experience requires clubs to make improvements in service quality and management level to meet consumers' expectations and needs.

Charges Reasonableness and Recommendations

The majority of consumers felt that the level of fees charged by clubs was reasonable but that there was room for further optimization. Consumers indicated that their current earning power is relatively easy to spend on participating in amateur table tennis club activities, especially for one-on-one coaching and venue use. They found such a fee structure acceptable and in line with market realities. However, for some families supporting multiple children, financial pressures remain and may have an impact on the family budget. Consumers suggested that clubs could attract more consumers and reduce financial pressures on families by offering discounts and trial activities and implementing flexible consumer regimes. For example, discount cards or family packages could be offered, enabling consumers to take advantage of greater savings on multiple purchases of courses. In addition, clubs can increase consumer loyalty and stability by enhancing consumer participation and establishing effective communication and feedback mechanisms to improve consumer trust and satisfaction with the club.

Coaching level and skill enhancement

Consumers' ratings of the level of coaching at their clubs were mixed. Some consumers felt that the level of coaching was high and that they were able to provide effective guidance to improve their table tennis skills and physical fitness. Consumers mentioned that the coaches at the club were able to provide personal guidance based on the actual level and needs of the participants, which led to significant improvements in their skills and physical fitness. However, some consumers had a negative view of the level of coaching, believing that the teaching ability and professionalism of coaches needed to be improved and that they were not substantially helpful in improving skills. The teaching methods of some coaches are too single and lack innovation, failing to stimulate the interest and potential of students. In addition, some coaches show unprofessional attitudes in their communication with consumers, affecting the overall image and satisfaction of the club. For this reason, clubs need to make systematic improvements in coach training and skills enhancement and improve the teaching ability and professionalism of coaches by introducing professional training courses and conducting internal training to meet the needs of different consumers.

Competition Participation and Club Impact

Consumers' decision to participate in amateur table tennis tournaments is influenced by a number of factors, including the type of tournament, the timing, and the effectiveness of the promotion. Consumers expect clubs to offer a variety of tournaments to cater to consumers of different levels and needs. At the same time, the

scheduling of tournaments needs to be reasonable to avoid conflicts with consumers' work and other activities. Consumers also hope that clubs can be more attentive to the publicity of the tournaments and widely publicize the tournaments through a variety of channels in order to increase the popularity of the tournaments and participation. In addition, consumers believe that participation in amateur table tennis tournaments in Guangzhou not only enhances the club's visibility and brand image but also strengthens consumers' participation and sense of belonging. For example, by participating in tournaments, consumers can gain practical experience and improve their technical and tactical skills, as well as meet more players and expand their social circle through tournaments. Consumers suggested that clubs should strengthen their tournament organization and promotion to provide better tournament experience and social opportunities, further enhancing consumer satisfaction and the overall competitiveness of the clubs.

Consumers' overall evaluation of clubs is more diversified. Although there is a certain degree of satisfaction in terms of fee reasonableness, initial impression, and tournament organization, there is still room for improvement in terms of coaching level and arena facilities. Club managers should pay attention to consumer feedback and optimize resource allocation and service strategies to enhance overall operational efficiency and consumer satisfaction. By strengthening coach training, optimizing fee structures, improving tournament organization, and enhancing consumer interaction, clubs can enhance their competitiveness and attractiveness and thus maintain sound development in the market.

Content analysis of the interviews on the Option dimension based on the GROW model

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers in the Option dimension into the following 6 points.

Internal training and development opportunities

The club has training and development opportunities to enhance the capacity of the management team, but there is no systematic learning about management. The learning methods adopted by the managers were mainly independent learning and peer exchanges, and there was no summation and evaluation. This type of enhancement has had little effect on enhancing the capacity of the management team, on the other hand, the lack of systematic training programs and measures has resulted in a less than significant management enhancement, requiring more investment in time and resources.

The impact of values

The core values of clubs often reflect the philosophy of the managers, and most clubs emphasize the quality of teaching and service standards as well as the concept of lifelong sport, which has a positive impact on day-to-day operations. However,

some club managers do not attach importance to the values or business philosophy of their clubs, considering them to be illusory, and therefore do not summarize and concretely reflect them. This usually affects the management and development of the club bias, consumers of the club's business philosophy will be generated not to make money for the purpose, and the club is not conducive to the development of the club.

Improvement and development

Future improvement strategies include increasing sponsorship, expanding venues, restructuring wages, and adding partners. These programs will help boost the club's income and influence. However, the implementation of these strategies may face the pressure of insufficient resources and market competition, especially in expanding venues and obtaining sponsorship, which require more detailed planning and strategic support. The increase in club size also requires professional management personnel to manage the club, and previous management practices may apply to large-scale table tennis clubs.

Processes and regulations

Individual clubs have clear processes and regulations in place for their daily operations, ensuring standard management and teaching. However, some clubs lacked written systems and relied on verbal communication and internal consensus, which could lead to inconsistency in management and reduced efficiency in implementation. Transparency and regularity of management can be improved by developing a detailed written system.

Exchange and cooperation

The club promotes communication and cooperation among staff through regular meetings and internal exchange activities, which enhances team cohesion and work efficiency. However, the lack of a formal communication and cooperation system and the reliance on ad hoc arrangements and autonomous communication suggest a lack of planning in this aspect of the club's management. A more systematic communication and cooperation mechanism is needed to ensure efficient and consistent teamwork.

Stability of staff

The club is able to provide a good platform for coaches to exercise. The senior coaches of the club teach the young coaches by example, which is a valuable learning opportunity for the young coaches, and the coaches are allowed to organize consumers to participate in high-profile amateur table tennis tournaments, which is a kind of improvement for the coach's ability to command the field and the team, and the coaches' reputation is enhanced by getting good results. The club attracts and retains employees by providing different development opportunities and humane management, which enhances employees' sense of belonging and motivation. However, the lack of stability in the remuneration and salary structure offered by the clubs, the over-reliance on personal relationships and verbal commitments, and the

lack of formal incentives and career development paths may lead to a lack of long-term stability in employees. Systematic incentives and career development mechanisms need to be put in place to enhance employee loyalty and job satisfaction.

Through the analysis of interviews with club managers in the Option dimension, although the club has positive measures in training and development, core values implementation, future development plan, daily operation, staff communication, and personnel stability, there are problems such as insufficient resources, lack of systematic system and practical operational challenges. In the future, the club should further improve the training mechanism, develop a written system, optimize the communication and cooperation mechanism, and establish a systematic incentive and career development path to achieve long-term stability and sustainable development.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Option dimension into the following 4 points.

Club feedback and comments to coaches

Coaches generally agreed that there were significant differences in the way clubs sought feedback and opinions from coaches. Some clubs actively seek coaches' opinions and feedback through WeChat groups, regular meetings, face-to-face communication, etc. The existence of these channels enables coaches to share their teaching problems and suggestions in a timely manner, which facilitates the improvement and development of the club. However, other clubs lack a clear feedback mechanism, making it difficult for coaches to communicate and adopt their opinions and suggestions, resulting in a poorly closed information loop that affects the club's operational efficiency and teaching quality.

Provision of support and resources

Different clubs also showed significant differences in the provision of support and resources. Some clubs provide support in various aspects, including internal training, technical guidance, competition platforms, and external training opportunities, and coaches have greater autonomy in decision-making and room to play in training. and these resources help coaches to continuously improve their business abilities and enhance their teaching effectiveness and professionalism. However, some clubs do not perform well in this regard, relying mainly on coaches' independent learning and internal exchanges and lacking systematic training and external resource support, which limits coaches' professional development and skill enhancement.

Challenges and solutions

Coaches face a variety of challenges in the teaching process, including consumers' varying levels of proficiency and individual needs, some consumers' biased perceptions of the game of table tennis, and unprotected consumer attendance. To address these challenges, some clubs have adopted effective solutions such as

incentivizing young consumers through competitions and examinations and setting Goals to help young consumers and consumers understand the long-term value of training. Designing lesson plans that take into account the different needs and circumstances of consumers and purchasing modern training equipment to facilitate the design of a wide range of training methods are measures that help to enhance the continued development and progress of consumers. However, other clubs lack systematic solutions to these challenges and rely on coaches to make their adjustments and responses, resulting in variable teaching results.

Club management and resource allocation

In terms of management and resource allocation, some clubs ensure standardized and efficient teaching and management through detailed operational procedures and regulations, and regular internal meetings and training activities further promote teamwork and information sharing. However, some clubs lack a written management system and clear resource allocation and manage in a more casual manner, relying on verbal communication and individual decision-making, a practice that may lead to inconsistency in management and reduced efficiency in implementation. Some clubs have graded their coaches, resulting in an oversupply of coaches at the senior level, with some coaches available to be fully booked and others having a relatively small number of sessions.

In summary, significant differences were found between clubs in seeking feedback from coaches, providing support and resources, addressing teaching challenges, and managing resource allocation. Positive feedback mechanisms, systematic support and resources, diversified solutions, and standardized management systems help to improve the overall operational efficiency and teaching quality of clubs and promote the professional development of coaches and the continuous progress of students. On the contrary, clubs lacking these measures face management and teaching challenges and need to further improve their mechanisms and strengthen their resource inputs in order to achieve sustainable development and competitiveness enhancement.

Analysis of the consumers' interviews

By analyzing the consumer interviews, it is possible to organize the consumers' content in the Option dimension into the following 5 points.

Services provided by the Club

Consumers indicated that the services provided by the clubs fulfill consumers' basic needs, such as exercising and making friends, to enhance their satisfaction and engagement. However, some consumers felt that the club's services were basic and lacked innovation and higher levels of service, which may limit further development and satisfaction. Consumers indicated that the club's facilities are too simple, without changing rooms and lounges or some recreational facilities. It is considered whether table tennis clubs can learn from fitness clubs and create a club that integrates sports,

entertainment, and food. For example, consumers over 60 years old suggested that Guangzhou people love tea and could provide a tea room for a fee so that consumers could drink tea, chat, and make friends while exercising. Although the addition of facilities and services will increase expenses, it will also increase profit channels for the club. With the current ability of Guangzhou citizens, consumers' willingness to spend is also very high as long as the club provides services of equal value.

The way clubs listen to consumers

Consumers noted that clubs sometimes listen to consumers' views and learn about their needs and feedback through face-to-face communication. This direct communication helps clubs make timely adjustments and improvements to their services and enhance the consumer experience. However, some consumers felt that the club did not see effective improvements after receiving consumers' suggestions and feedback and did not make return visits to consumers, which could be described as a good attitude towards listening to suggestions but average in terms of taking on board suggestions and subsequent implementation.

Reasonableness of the club's operational measures

Consumers consider that the Club's operational measures are generally reasonable, providing basic facilities and coach training to meet their basic needs. However, there are some shortcomings in the club's operation, such as being satisfied with the status quo, non-transparent management, and a lack of innovation and high-quality services. The club adopts simple and traditional measures in publicity and promotion, mostly relying on referrals from old customers. Although the conversion rate of new customers in this way is relatively high, it is unable to reach an objective number. These problems may affect consumer satisfaction and the long-term development of the club. Improving operational measures, service quality, and management level is the direction that the club needs to focus on.

Measures to attract more consumers

Consumers suggested that clubs could attract more consumers by increasing competition activities and improving promotional strategies. In particular, word-of-mouth communication from existing consumers, such as through social media and friend referrals, can effectively increase the club's popularity and attractiveness. In addition, the provision of more diversified and personality services, such as health management and leisure and recreational activities, can also enhance consumer loyalty and satisfaction. The measures used by clubs in publicity and promotion are simple and traditional, mostly relying on referrals from old customers. Although the conversion rate of new customers in this way is relatively high, it is unable to reach an objective number.

Strengths and weaknesses of the Club's implementation plan

Consumers perceive the advantages of clubs to be convenience and economic reasonableness, with a higher frequency of participation without feeling financial

pressure. This advantage helps clubs to attract a wider range of consumers, particularly those who are price sensitive. However, clubs' shortcomings in innovation and high-quality training services may limit their ability to attract a broader group of consumers. Increasing innovation and improving the quality of training are areas that the club needs to focus on improving in the future.

Consumers' overall assessment of the Club's services and operations is relatively positive, particularly with regard to the provision of infrastructure and some services. However, clubs still need to improve on feedback mechanisms, operational measures, innovation, and quality services. By increasing competition activities, improving promotional strategies, and upgrading service quality and management, clubs can better meet consumer needs, increase their attractiveness and competitiveness, and ensure their long-term development and success in the market.

Content analysis of the interviews on the Will dimension based on the GROW model

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Will dimension into the following 4 points.

Implementation of core values

Firstly, when recruiting staff, managers have already examined whether they agree with their values or business philosophy, and they believe that people who share the same values will work more efficiently together and have a happier working atmosphere. In terms of the implementation of values, managers convey them through daily communication and routine meetings, while a few clubs summarize their values or business philosophy in words or slogans for publicity. Some managers lack systematic training and supervision mechanisms, which affects the implementation of core values in daily work.

Processes and regulations

Managers ensure the effective implementation of the club's processes and regulations through on-site supervision and regular inspections, which helps to identify and resolve problems in a timely manner and improve the efficiency of operations and the quality of teaching. Some managers optimize and adjust processes through data analysis and feedback mechanisms. However, over-reliance on on-site supervision and direct management may lead to a lack of autonomy and self-divisiveness among coaches and staff. Excessive managerial intervention may undermine staff innovation and motivation, affecting overall team efficiency and morale. Individual managers rely exclusively on the target management approach, focusing only on results, such as the number of consumers who have sold classes and renewed their subscriptions, while ignoring the management measures and process regulations in the process.

Management style

Managers generally adopt a liberal, democratic, and humane management style, valuing the autonomy and enthusiasm of coaches and employees, which helps to stimulate employees' creativity and sense of responsibility and enhance team cohesion and work efficiency. Through equal and open communication, managers understand the needs and feedback of coaches and employees and adjust management strategies in time. However, the free and democratic management style may lead to less strict and efficient management in some cases, affecting the team's execution and discipline. Some managers rely too much on personal relationships and experience in dealing with problems and lack systematic and standard management processes, which may lead to inconsistency and instability in management.

Employee motivation

Managers enhance employees' motivation and sense of responsibility through a variety of incentives, such as an award and punishment system, classroom assessment, and group building activities. Reasonable treatment structure and career development space contribute to employees' personal growth and professional competence, increasing their satisfaction and loyalty. However, there may be problems with inadequate and fair incentives in practice. The lack of a systematic incentive mechanism by some managers may lead to insufficiently coordinated competition and cooperation among employees, affecting the overall efficiency and working atmosphere of the team. Over-emphasis on performance and appraisal may cause a certain amount of stress and anxiety to employees, affecting their job satisfaction and long-term development.

Through on-site supervision and a democratic, humane management style, the manager ensures that the club's core values are implemented and enhances the effectiveness of processes and staff motivation. However, in practice, there are problems of insufficient systematic management and inadequate incentives, which may affect the overall effectiveness of the club's operations and service quality. By continuously optimizing and adjusting management strategies, balancing freedom and discipline, and enhancing systematization and transparency, the club can further enhance its competitiveness and meet consumers' needs and expectations.

Analysis of Coaches' Interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Will dimension into the following 3 points.

Communication measures to ensure

The club ensures a smooth flow of information between coaches and management as well as consumers through WeChat groups and on-site communication. The WeChat group provides a convenient platform for all parties to communicate and give feedback in a timely manner, and WeChat communication between management and consumers ensures that consumers are kept informed of

their student's progress and feedback, which enhances consumers' trust and satisfaction with the club. However, some coaches reported that there was less communication in the club and that the person in charge was mainly responsible for communicating with consumers in consideration of consumer loyalty, which could lead to lagging and poor information transfer, affecting teaching effectiveness and consumer satisfaction.

Ownership and decision-making

Coaches enjoy a greater degree of autonomy in implementing their plans and can make their own decisions and take action according to the actual situation. Most coaches indicated that they had greater freedom in the teaching process and could flexibly adjust their teaching plans according to consumers' needs and their own experiences. This autonomy helps coaches to better utilize their strengths and improve the quality and effectiveness of their teaching. However, too much autonomy may lead to a lack of consistency in the way coaches carry out their plans and the results they achieve in the absence of clear guidance and supervision. Some coaches reflect that the lack of systematic training and guidance while the club provides autonomy may affect the standardization and normalization of teaching. In addition, too much autonomy may lead to wide variations in teaching methods and styles among coaches, affecting the consistency of the club's overall teaching quality.

Difficult coping strategies and club support

When coaches encounter difficulties, they usually adopt positive coping strategies, such as communicating with consumers and management, adjusting programs, and recruiting suitable coaches. Clubs provide the necessary support when coaches encounter difficulties, such as providing in-house training, technical support, venue facilities and equipment, etc., to help coaches solve problems and ensure the smooth running of teaching activities. However, some coaches reflect that there are certain limitations in the support provided by clubs, especially when facing complicated problems that may lack timely and effective solutions. The club's support mainly focuses on infrastructure and training, while it may not be comprehensive enough in terms of specific teaching problems and personalized support, which affects the coach's teaching effectiveness and work motivation.

Coach interviews revealed that the club ensured effective communication between coaches and management as well as consumers through WeChat groups and on-site communication. Coaches enjoyed greater autonomy in implementing the program and had the flexibility to adjust and make decisions according to the actual situation. When faced with difficulties, coaches responded positively, and the club provided infrastructure and training support. However, the dependency on communication channels, management of autonomy, and limitations in specific problem-solving are areas that the club needs to improve. By optimizing communication channels, strengthening training guidance, and providing more

comprehensive support, the club can further improve the quality of teaching and the motivation of coaches.

Analysis of the consumers' interviews

By analyzing the consumers' interviews, it is possible to organize the consumers' content in the Will dimension into the following 3 points.

Contingencies and timing

Unforeseen circumstances and scheduling are important factors affecting participation in club activities. Consumers cited unforeseen circumstances, such as epidemics and personal matters, that could lead to decreased participation in activities. In addition, work and family responsibilities can affect their willingness to participate. In particular, family factors, including children's arrangements and family activities, are a priority for many consumers. Despite these factors, some consumers try to participate in club activities, but they want clubs to be flexible in scheduling activities to fit their schedules.

Personal priorities

Personal priorities have a substantial influence on club participation. Factors such as study schedules, involvement in other programs and cultural events, and social commitments can constrain individuals' time, posing challenges to club involvement. Social engagements and university events can affect how often individuals participate in specific club activities, such as table tennis. As a result, individuals often decide to engage in club activities based on their priorities. Therefore, clubs should recognize and accommodate these needs by offering flexible participation options.

Analysis of club communication measures

The Club guarantees smooth communication with its members through a variety of communication methods and channels. Common communication methods include WeChat group, telephone, WeChat, and face-to-face communication. WeChat group provides a convenient platform for information exchange and feedback among members. Club owners-cum-coaches ensure that members are kept abreast of the club's activities and plans through phone calls, WeChat, and face-to-face communication. Some clubs designate specialized coaches or staff to be responsible for communicating with parents and members to ensure the accuracy and timeliness of information transfer. Despite these measures, some consumers still report that communication is not timely enough, and there is a lag in the transmission of information, which affects their understanding of and participation in club activities. Some consumers expressed skepticism about the club's feedback mechanism, believing that the feedback comments from coaches might lack authenticity, which also affected their willingness to participate. Clubs need to further optimize their communication methods and enhance the transparency and authenticity of feedback mechanisms in order to increase members' willingness to participate and satisfaction.

Consumers' participation in club activities is affected by a variety of factors, including unforeseen circumstances and schedules, personal priorities, and club communication measures. The club has endeavored to ensure smooth communication with its members through a variety of communication methods and channels, but there are still some issues that need to be improved. By optimizing communication methods and enhancing the transparency and authenticity of the feedback mechanism, the club can further enhance members' willingness to participate and satisfaction and promote the smooth implementation of club activities.

Analysis of interviews with amateur table tennis clubs in Guangzhou based on the GROW model revealed that managers and coaches have their strengths and challenges in setting Goals, implementing plans, providing support, and communication mechanisms. Managers set pragmatic and forward-looking Goals, emphasizing quality of teaching and diversified revenue structures, but faced a lack of management skills and communication. Coaches emphasize personalized guidance and teaching autonomy and respond positively to the challenges of teaching but are constrained by a lack of systematic training and resource support. Consumers are primarily concerned with physical exercise, social interaction, and skills enhancement, and although satisfied with club communication and service, would like to see improvements in innovation and quality service. By optimizing management, enhancing communication, and providing comprehensive support, clubs can improve overall operational efficiency and consumer satisfaction and achieve long-term stable development.

4.2.2.3 Content Analysis of Interviews with Amateur Table Tennis Clubs in Guangzhou Based on 4M Management Theory

Content analysis of the interviews based on the 4M management theory of the dimension of Management

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Management dimension into the following 6 points.

Goal setting and operational

Managers generally have clearly set Goals for their clubs, such as profitability Goals, enrollment Goals, developing outstanding athletes, and expanding the club's influence, which is not only about the club's economic health but also includes a focus on and commitment to consumer development. However, some managers' Goal setting is too vague and lacks specific implementation details and time planning, resulting in unachievable or deviating Goals in practice. Some managers are too single-minded in their Goal setting and lack comprehensive considerations, such as focusing on profitability at the expense of consumer development and quality of instruction.

In terms of the operational, most managers believe that the current operational model is effective, adopting a division of labor for management, but it is difficult to ensure that dedicated staff are available, and some managers point out that the operational suffers from a lack of manpower and limited resources, leading to unsatisfactory operational results. The operating model of some managers relies too much on personal management and lacks systematic and standardized processes, making it prone to management loopholes and inefficiencies.

Challenges encountered and strategies to overcome

Managers were generally able to identify the major obstacles encountered in the operation of their clubs, such as lack of public awareness, Difficulty in recruiting consumers, and difficulties in recruiting coaches, and proposed appropriate measures to address them. Some managers adopted active publicity and promotion strategies to increase public awareness and understanding of the clubs through counseling and limited publicity. However, some managers proposed solution measures that were not specific enough and lacked practicality to effectively address the barriers they faced. Some managers lacked systematic and long-term planning in addressing barriers and relied more on short-term coping strategies that did not address the root causes of the problems.

Structure of organization and staffing arrangements

Managers were able to clarify the club's organizational structure to ensure smooth operation and service in all areas. Some managers have adopted flexible management methods in the organizational structure, such as adjusting the number of coaches and rotating customer service staff according to peak and low seasons to cope with the problem of manpower shortage. However, the organizational structure of some clubs is relatively simple, lacking professional management personnel and clear delineation of duties, and the pressure on employees from multi-tasking is relatively high. Some managers have issues with staffing arrangements, such as difficulty recruiting coaches and high staff mobility, which leads to instability in teaching quality and service level.

Core values

The manager clarified the club's core values, such as sports philosophy, personal development, and teaching quality, and implemented them through certain measures in the actual operation. The core values have a positive impact on the club's daily operations, such as focusing on teaching quality and consumer development, which enhances the club's brand and trust. However, most managers fail to clearly articulate their core values or implement them effectively in their actual operations, resulting in operational deviations within the club. Some managers lacked concrete measures to implement the core values, and there was no consensus on the club's values, making it difficult to truly reflect the impact of the core values on the club's development.

Future development plans

Managers have clear plans for the future development of their clubs, such as expanding their business, improving the quality of teaching and learning, and cooperating with partners in order to promote the long-term development of their clubs. Some managers ensure that their clubs can achieve their set objectives in the future by formulating detailed development plans and specific implementation steps. However, some managers' future development plans are too ambitious and lack practicality and feasibility, making it difficult to realize them in the short term. When formulating development plans, some managers tend to overlook the limitations of existing resources and capacity, which can lead to challenges in their implementation and execution, such as the capacity of coaches and venue constraints.

Daily operational processes and management style

Managers are able to clarify the club's day-to-day operational processes and management rules, ensuring smooth operations through on-site supervision and execution. Some managers adopt a democratic management style that focuses on teamwork and staff development and promotes teamwork efficiency through regular meetings and summaries. However, these operational processes and management regulations primarily rely on verbal transmissions and meeting notifications, lacking detailed written documents. They heavily rely on on-site supervision and current practices, which can lead to management loopholes and inefficiencies. Some managers are too loose in their management style and lack a systematic and standardized approach to management, which affects the club's operational effectiveness and development.

By analyzing the content of the managers' interviews, it can be seen that in terms of Goal-setting and operation mode, obstacles faced and measures to solve them, organization structure and staffing arrangements, core values and their influence, future development plans, daily operation processes and management styles, each of the managers showed different positive and negative characteristics. On the whole, most managers were able to identify the problems that existed in the club's operation and proposed corresponding solutions and development plans. However, in practice, further optimization and improvement are still needed to ensure the long-term healthy development of the club.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Management dimension into the following 4 points.

Completion of club Goals

Coaches generally felt that they could help clubs achieve their Goals by improving the quality of their teaching, the level of consumer table tennis, and positive customer communication. Many coaches emphasize the importance of teaching quality and word-of-mouth, believing that word-of-mouth communication

from consumers could be effective in attracting more new customers. For example, some coaches pay particular attention to competition results, increasing the club's influence and visibility by cultivating high-achieving consumers. However, some coaches are less clear about the club's overall objectives, which may affect their understanding and contribution to helping the club achieve its Goals. Some coaches focus more on their individual teaching tasks, are less involved in the club's overall development strategy, and lack a holistic view, which may limit their overall support for the club's objectives.

Feedback and Communication

Many coaches said that clubs usually listen to the feedback and opinions of coaches and communicate with them in various ways, such as through WeChat groups and regular meetings, which helps organizations adjust and optimize their management practices in a timely manner. For example, coaches can share their teaching experience and make suggestions for improvement at regular coaches' meetings, a mechanism that promotes communication and cooperation among coaches. Coaches generally keep in touch with management and consumers through WeChat groups and on-site communication, which helps to ensure timely transmission of information and quick resolution. However, some coaches report that clubs fail to adequately listen to their opinions and feedback, respond poorly, and have imperfect feedback mechanisms, which can negatively impact their participation in teaching methods and club development strategies. Although some clubs have feedback mechanisms, there is a lack of actual follow-up and implementation, making it difficult to translate coaches' opinions into practical actions. Some clubs lack formal communication mechanisms and rely on informal communication methods, which may lead to omissions and misunderstandings of information.

Self-determination

Coaches generally have a certain degree of autonomy to make decisions and act according to their judgment and the club's framework when implementing the plan, and this freedom helps them to promote the club more effectively. Many coaches stated that they were able to use the methods they felt were most effective in their teaching and that the clubs would not intervene as long as they were able to achieve the desired results. Coaches have a great deal of self-determination in organizing lessons, choosing what to teach, and adapting it to suit their students. However, while some coaches have self-determination, they lack team support and cooperation when facing problems, and they tend to feel isolated and helpless. Some coaches are subject to too many restrictions in implementing their programs, making it difficult for them to bring their creativity and flexibility into full play, thus affecting the motivation and efficiency of their work. Some coaches, for example, mentioned that they lacked autonomy in marketing and enrollment and needed to strictly follow the club's rules, resulting in their inability to respond flexibly to market changes and parents' needs.

Coping with difficulties and club support

When coaches encountered difficulties in implementing the program, they generally responded by communicating and adjusting their strategies in a timely manner. The clubs will provide the necessary support when needed, such as purchasing necessary equipment, arranging temporary coaches, providing in-house training, and so on, which will help the coaches to better fulfill their work tasks. For example, if certain coaches have difficulty managing young consumers, the clubs will arrange special training to help them better handle students. However, some coaches reflected that the clubs were not timely and adequate in providing support and lacked systematic responses and long-term support mechanisms. Although some clubs provide some assistance, coaches still need to rely on their efforts and temporary coping strategies when facing specific problems. For example, some coaches mentioned limited support from clubs when facing enrolment pressure and said they needed to find solutions and resources on their own.

Analyzing coaches' interviews highlights a range of attributes impacting their role in helping the club meet its goals, offering feedback, exercising autonomy, managing challenges, and providing support. While coaches generally recognized operational issues and proposed solutions, there is room for improvement in feedback processes, communication channels, and support structures to enhance their effectiveness in driving club development and goal attainment.

Analysis of the consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Management dimension into the following 4 points.

Recommendations to stable consumers

Consumers considered that diversified courses, social activities, consumer concessions, flexible schedules, and parental participation were effective in maintaining consumer stability and loyalty. Specific suggestions included offering a wide variety of classes to meet the needs of different consumers, organizing social activities and competitions to enhance interaction and cohesion among consumers, introducing incentives and benefits to enhance consumer satisfaction, providing flexible training schedules to facilitate consumer participation, and organizing regular consumer open days to increase consumer trust. However, the clubs' lack of execution and innovation in these areas has resulted in insufficient consumer engagement and loyalty, and some consumers find consumer activities and benefits unattractive and fail to adequately meet the diversified needs of consumers.

Reasonableness of operational measures

Some consumers considered the club's infrastructure and services to be average and lacking in innovation and attractiveness, particularly in terms of publicity, program arrangements, and price standards. Consumers pointed out that the club needed to improve on facility maintenance, course quality, and price transparency to

enhance overall service standards and consumer satisfaction. The club also needs to strengthen its publicity efforts and innovativeness to enhance its visibility and attractiveness through multi-channel publicity and promotional activities. Despite achieving stable operating income through a fixed consumer base and regular activities, the club has not sufficiently innovated and improved its operational measures, necessitating more efforts to attract new consumers and increase the participation of existing ones.

Communication safeguards

Consumers had mixed feelings about the club's communication safeguards, with some believing that the club provided a diverse range of communication methods to ensure smooth and timely communication. For example, the club communicates with consumers through telephone, WeChat, and face-to-face communication, which ensures timely transmission of information and quick resolution of problems. However, some consumers express dissatisfaction with the club's communication mechanism, highlighting issues of poor communication and untimely response, particularly when handling consumer feedback and opinions. The club should establish a systematic communication mechanism, like regular consumer exchange meetings, an online customer service system, and a real-time feedback platform to promptly respond to and handle consumers' views and issues. The club needs to strengthen its interaction and communication with consumers to enhance their trust and satisfaction.

The content analysis of the consumer interviews reveals that consumers made many constructive suggestions to the club in the areas of consumer retention, opinion adoption, operational measures, and communication safeguards. Clubs need to strengthen their efforts in areas such as diversified programs, social activities, consumer welfare, flexible scheduling, and parental involvement to ensure consumer stability and loyalty. At the same time, clubs need to establish more convenient and systematic feedback channels to actively adopt and implement consumers' opinions and enhance consumer satisfaction. By improving infrastructure, optimizing course schedules and price standards, and strengthening publicity and promotion, clubs can enhance the rationality and attractiveness of their operational measures. Finally, clubs should establish a systematic communication mechanism to ensure the timely delivery of information and quick resolution of problems to further enhance consumer experience and satisfaction.

Content analysis of the interviews based on the 4M management theory of the dimension of Man

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Man dimension into the following 4 points.

Management knowledge and skills

Managers generally recognized that the club's management team had excellent skills and knowledge in table tennis, but there were clear challenges in the areas of management and marketing. Some managers, for example, noted that the club struggled with operational and promotional planning and that there was a particular lack of business thinking and marketing that affected the club's expansion and marketability. The club was largely able to maintain normalcy in day-to-day operations but lacked in-depth management knowledge and experience, which may have limited the club's further development. Overall, the club has a foundation in skills but still needs to improve its commercial and management skills to meet future challenges.

Training and development opportunities

In terms of the availability of training and development opportunities, interviews revealed that clubs generally face a lack of resources. Although some clubs have internal training and knowledge-sharing mechanisms, actual training opportunities are more limited, relying mainly on self-directed learning and peer-to-peer exchanges to improve management capacity. Some managers emphasized the importance of real-world experience and self-directed learning, arguing that these approaches are not systematic but provide practical operational experience. However, time and resource constraints often resulted in less effective training implementation than anticipated. Therefore, clubs need more resources and systematic plans for training and development to improve the overall level of their clubs.

Employee Recruitment and Stability

Regarding employee recruitment and retention strategies, the interviews revealed several key practices. Some managers attract and retain employees by offering good remuneration, flexible working arrangements, and room for growth, emphasizing the importance of humane management and benefit sharing. This approach enhances employees' sense of belonging and satisfaction and strengthens their loyalty. On the other hand, some managers prioritize creating a friendly work environment and offering a consistent number of class hours to retain employees, thereby enhancing their sense of stability. However, some managers pointed out that with a large number of job seekers in the market, relying solely on remuneration and working conditions might not be sufficient to ensure the long-term stability of employees and that the career development and personal needs of employees needed to be considered in a holistic manner.

Motivation to work

The interviews revealed different strategies and practices for securing employee motivation. Some managers motivate their employees through leading by example and direct management, emphasizing the importance of the leader's role as a role model and the working environment, such as organizing group building activities and

providing technical training. These measures are effective in enhancing employee productivity and satisfaction. However, some managers pointed out that the lack of clear assessment criteria and reward and punishment mechanisms may affect staff motivation and overall operational efficiency. As a result, clubs must further improve the incentive mechanism to safeguard staff motivation and ensure targeted and systematic management measures to support staff's long-term development and performance.

Based on the content of the interviews with the various managers, it is clear that clubs face different challenges and opportunities in terms of management team capacity, training and development opportunities, staff attraction and retention, and job motivation security. Whilst most managers agreed that improving management capability and providing a favorable working environment were essential to club development, there were still shortfalls in training resources, management experience, and incentives. It is recommended that clubs enhance systematic training and development programs in the future, optimize staff incentives, and also establish an effective management model to promote overall team development and long-term staff stability.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Man dimension into the following 3 points.

Career Goals

The career Goals of the coaches demonstrated different directions and focus. Some coaches set clear career plans, such as moving up to management, promoting table tennis, entering more professional clubs, or opening their clubs. These Goals not only contributed to individual career development but also to the club's long-term development and professionalization. For example, one coach stated that his Goal was to attract more consumers by improving his teaching quality and reputation, thus contributing to the profitability and development of his club. Conversely, some coaches prioritize financial gains, one coach explicitly declared that his career Goal is to generate income. This motivation, although realistic, may lead to less focus on teaching quality if it is too unitary, thus affecting the professional growth of coaches and the overall interests of the club. To ensure win-win development for coaches and clubs, we must combine economically driven Goals with the enhancement of professional skills and teaching quality.

Consistency between personal and club Goals

Coaches used various methods to align their personal goals with those of the club. Some focused on enhancing teaching quality, increasing student enrollment, and ensuring student satisfaction. By prioritizing quality teaching and student attraction, coaches aimed to foster club growth and profitability. However, challenges arose for coaches with deficient communication and self-promotion skills. These coaches

acknowledged shortcomings such as poor marketing abilities, aversion to self-promotion, and reliance on referrals. Effective communication and marketing tactics are vital for aligning personal and club goals successfully.

Advantages and disadvantages

Coaches demonstrated significant advantages and disadvantages in terms of their professional skills and interactions with students. Many coaches possessed a high level of technical skills and excellent communication skills. For example, coaches enhanced teaching effectiveness and consumers satisfaction through patient teaching and building positive relationships with consumers. At the same time, they are able to effectively understand consumers' needs, adjust their teaching methods, and establish closer ties with them. These advantages can improve the quality of instruction, consumers improve, and the club's reputation. However, some coaches also encounter challenges, including inadequate training methods and systems, a deficiency in marketing skills, stringent management and requirements, and a lack of systematic table tennis training and competition outcomes. These disadvantages may affect the effectiveness of teaching and the progress of consumers, and coaches are required to continuously improve their professional skills and communication abilities through further training and practice in order to better meet the needs of consumers and clubs.

During the interviews, the coaches demonstrated different career Goals and strategies for aligning with club Goals. Coaches demonstrated positive attitudes toward improving their skills and maintaining the quality of their teaching, but they also faced challenges with their technical and communication skills. Coaches should continue to enhance their professional skills, prioritize communication with the club both internally and externally, and strive to bridge their respective gaps to continuously improve their professional competence through systematic training and practice. This will help coaches play a greater role in their coaching roles and promote the mutual development of clubs and themselves.

Analysis of the consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Man dimension into the following 4 points.

Diversification of motives

Consumers have a variety of motivations for joining amateur table tennis clubs, including exercising, socializing, making friends, developing hobbies, improving personal skills, and passing exams. Many see clubs as an ideal platform for physical exercise and social interaction, as well as for improving their table tennis skills and enjoying the sport through participation. The activities and resources offered by clubs are effective in meeting these basic motivations, thus attracting consumers to participate and continue to do so. Exercise and socializing to make friends are considered the most important motivations by higher-age consumers, reflecting the importance consumers place on health and socializing. For young and middle-aged

people participate in sports and relieve stress from work and life, and teenage consumers aim to develop their interests, improve their skill levels, and pass sports exams. This reflects consumers' different needs and influences their expectations of club services and activities. Understanding the importance of motivation can help clubs better tailor their service strategies to meet consumer needs.

Services provided by the Club

Clubs offer essential services like table tennis courts, training facilities, competitive events, and social gatherings to help patrons meet their main objectives of physical fitness, social interaction, and forming connections. By hosting regular tournaments and social functions, clubs boost patron involvement and contentment. Some clubs cater to distinct demographics by offering specialized programs like kids' classes and health management sessions for seniors. The quality facilities and varied activities enhance the overall patron experience, yet service quality and personalization play crucial roles in consumer satisfaction. Consequently, clubs must consistently enhance and revitalize their service portfolio.

Coaching Level

The coaching level has a significant impact on skill improvement. High-level coaches are able to provide professional guidance and personalized training programs, which can significantly improve consumers' table tennis skills and physical fitness. However, if the level of coaching is not high or the training methods do not meet individual needs, this may result in limited skill improvement and affect consumers' overall satisfaction with the club. The professionalism of coaches and the quality of teaching are important determinants of consumers' skill improvement. Individual consumers mentioned that good coaches are not only skilled but also good at motivating customers and adapting their training programs to suit their different circumstances, which plays a key role in both skill enhancement and maintaining motivation to train. The limited number and high price of excellent coaches at clubs make it difficult to book them. Ordinary coaches struggle to meet the needs of some higher-level consumers.

All-round improvement

Consumers typically improve their physical fitness, concentration, mental fitness, and social skills through participation in club training, competitions, and other activities. Positive feedback suggests that club activities not only enhanced individuals' health and skills but also enriched their social circles and quality of life. Some consumers have increased their self-confidence and learned to cope with stress and frustration through participation in competitions, while others have made new friends and enlarged their social circle through club activities. Some consumers may fail to see significant improvements in their skills and physical fitness, mainly due to a lack of coaching levels or personalized service. Improvements in these areas will help to further enhance the overall consumer experience and satisfaction.

Consumers in amateur table tennis clubs usually have clear motivations, such as exercise and socialization needs, but there may be a gap between their expectations and their actual experience. The clubs provide basic services that meet some basic needs, but there is still room for improvement in the level of coaching and personalization of the service. Coaching professionalism has a significant impact on skill enhancement, and feedback on enhancement shows positive quality of life and social outcomes. Improvements in coaching quality and service personalization would help to further increase overall consumer satisfaction.

Content analysis of the interviews based on the 4M management theory of the dimension of Money

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Money dimension into the following 3 points.

The scale of annual club revenues

The scale of a club's annual revenue ranges from approximately ¥200,000 to ¥1 million, depending on its scale and business model. Larger clubs are able to achieve higher annual revenues by diversifying their services, such as multi-person training programs, venue rental, and hosting competitions. For example, some clubs can generate revenues of up to ¥100,000 during the peak winter and summer holiday seasons and approximately ¥400,000 for the year. These clubs generate significant revenue in a short period of time by attracting large numbers of youth consumers to camps and intensive training programs. However, during off-peak seasons, smaller clubs may face revenue shortfalls, leading to increased annual revenue volatility. This revenue volatility puts pressure on financial planning and operational stability, requiring management to boost annual revenue through accurate market analysis and effective marketing strategies. In addition, some clubs have increased their revenue streams by hosting tournaments and organizing social events, which not only attract more consumers but also increase the club's visibility and market presence.

Revenue structure

A club's revenue structure typically includes a variety of sources, such as training fees, adult tournament organization fees, table rental fees, table tennis tee machine rental fees, and sales of peripheral products. Diversified revenue streams help to reduce the financial risks associated with a single source of income and improve overall economic stability. This is particularly true of training courses and adult competitions, which not only provide a steady stream of income but also attract more consumer participation and enhance the club's activity and popularity. For example, by organizing regular in-house competitions and leagues, some clubs have not only increased consumer participation but also added additional revenue streams through entry fees and sponsor support. In addition, table rental fees and tee rental fees provide clubs with a steady cash flow, and the high utilization of these facilities

effectively boosts clubs' revenue levels. The sale of peripheral products, such as table tennis bats, sportswear, and training equipment, although accounting for a small percentage, also provides the club with additional profit points. In order to further optimize the revenue structure, clubs may consider introducing a consumer-based system to increase the long-term stickiness and loyalty of consumers through the provision of value-added services and special offers.

Club expenditures

Arena rentals and coaching salaries dominate the club's expenditures. Venue rentals can be as high as RMB 20,000 per month, making it one of the major cost pressures in operations. The geographical location and venue size of the club typically influence high venue rentals, which are especially significant for clubs located in city-centered or upmarket neighborhoods. Typically, clubs pay their coaches on a commission basis, which can motivate them to actively participate in training and competitions but also complicates the prediction and control of salary costs. For clubs with multiple high-level coaches, the wage bill is often a significant financial burden. In addition, clubs need to pay for day-to-day operating expenses, such as consumables and utilities, which, although relatively small, cumulatively constitute a certain financial burden. For example, the monthly costs for purchasing table tennis balls, racket rubbers, and maintenance equipment, as well as paying for utilities and other daily expenses, are not negligible expenditure items. To alleviate these pressures, clubs need to take effective measures in expenditure management, such as optimizing the efficiency of venue use, rationally allocating coaching resources, and controlling daily operating costs to achieve effective cost control through refined management. To alleviate operational pressure, clubs can also consider obtaining additional financial support through cooperation with sponsors or organizing large-scale competitions.

Interviews with managers revealed the size of the club's annual revenues and revenue's structure, as well as the main areas of expenditure. The club's main sources of income include the organization of training courses and adult tournaments, supplemented by table and tee rental, and the sale of peripheral products. Despite the diversification of revenue sources, training courses remain the main source of income, peaking especially during the peak winter and summer holiday seasons. Venue rentals and coaching commissions account for the club's largest expenditures. In addition, daily operating expenses such as consumables and utilities are also important expenditure items. Despite the diverse revenue structure, high venue rentals and coaching commissions pose a challenge to the club's financial management.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Money dimension into the following 2 points.

Salary structure and remuneration package

Different coaches have their own views on the salary structure and remuneration package. Some coaches are satisfied with the base salary plus commission model, believing that this structure can guarantee basic income and inspire performance enhancement through commission, so that the income is directly linked to the workload, reflecting the principle of more work, more pay. However, there were also coaches who were dissatisfied with the pure lesson fee model, especially those with insufficient clientele, who considered the income unstable, low, and unable to meet their daily needs. Part-time coaches even feel more financial pressure because they can only receive lesson fees without any fixed remuneration or benefits. In addition, some coaches have limited income from working hours and lessons due to the lack of sufficient clientele, and their overall income is low. These coaches hope that the clubs can make adjustments to their remuneration structure and increase the proportion of fixed income to enhance income stability.

Promotion prospects and career development

In terms of promotion prospects and career development, some coaches recognized the promotion opportunities and career paths provided by the clubs. Coaches believe that the chain brand clubs promotion mechanism is relatively clear and provides fair competition opportunities. Coaching competitions and other forms of assessment, for example, allow some coaches to be promoted from junior to intermediate roles, resulting in corresponding salary increases. These coaches believe that the promotion mechanism has motivated them to make continuous efforts to improve teaching quality and performance. However, there are also coaches who are dissatisfied with the promotion prospect and believe that the club lacks a clear promotion path and incentive mechanism. Part-time coaches, in particular, do not have much expectation for career development due to their status constraints and believe that their current working condition has already reached the peak of their career development, making it difficult for them to gain further promotion within the club. Some coaches mentioned that promotion or salary enhancement mainly depends on the accumulation of service hours, and the lack of a clear promotion plan or incentives leads to a lack of confidence in future development.

To sum up, different coaches have different views and expectations about their clubs' salary structure, remuneration packages, and promotion prospects. Although some coaches are satisfied with the current remuneration system and promotion mechanism, others are concerned about income stability and the possibility of career development. In order to enhance the overall satisfaction and work motivation of coaches, clubs may consider further optimizing the salary structure, increasing the proportion of fixed income, and at the same time providing clearer and more motivating promotion paths, so as to help coaches see more hopes and opportunities in their career development.

Analysis of the consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Money dimension into the following 2 points.

Reasonableness of charges

Consumers have mixed opinions on the reasonableness of club charges. Most consumers believe that the fee levels are within a reasonable range and acceptable for Guangzhou residents' income and spending power. For example, some consumers consider the charge of RMB150/hour for one-on-one training to be reasonable, especially considering the professionalism and personalized guidance of the instructor. In addition, a monthly membership charge of RMB200 is considered fair, especially as the club staggers its training activities to coincide with the peak periods of consumers, and this arrangement improves the efficiency and quality of service. This mode of charging, especially the elimination of classes by purchasing multiple classes at one time, allows consumers to better plan and control their expenditures and thus find the fee reasonable. Consumers indicated that they would be willing to spend again in the future if the club is able to provide other services or training of equivalent value.

However, one consumer mentioned that although the overall charges were reasonable, they were financially burdensome for families with multiple children. These families would feel greater financial pressure to pay for the training of multiple children, especially if they were involved in the training for a long period of time.

Economic stress

The club charges caused economic stress that elicited mixed feelings among consumers. Some consumers stated that the club charges were affordable and did not cause a significant financial burden. The clubs' quality of services and training effectiveness matched the charges, and consumers were willing to pay these charges for growth and skill enhancement. In particular, consumers who recognized the course's pinning model felt that the charges allowed them to plan and control expenditure better, thereby reducing economic stress.

However, other consumers face greater economic stress, especially families with multiple children who need to attend training, and these costs can multiply and put a burden on family finances. Consumers suggested that clubs could consider offering more concessions or flexible payment options to ease the economic stress on families. For example, offering family packages or multi-child discounts, or allowing payment in installments, would make it affordable for more families to attend and participate in club activities.

Overall, consumers have different views on the reasonableness of club fees and economic stress. The majority of consumers felt that club charges were reasonable, especially when considering the quality of services and arrangements. However, some consumers said the charges had strained family finances, especially for multi-child

families. The club may consider further optimizing the charging model, increasing transparency, and introducing more concessions in the future to better meet the needs of different families and enhance overall satisfaction.

Content analysis of the interviews based on the 4M management theory of the dimension of Materials

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Material dimension into the following 2 points.

Impact of amateur table tennis competitions on clubs

Amateur table tennis competitions provide a platform for clubs to showcase and enhance the skills of consumers. The competitions enhance the club's visibility and appeal in the community by showcasing its competitive level and team cohesion. Such a display not only attracts more new consumers to join the club, but it also enhances the sense of belonging and participation of existing members. However, the organization of competitions also brings management challenges and pressures, particularly in terms of venue and resource allocation. During competitions, a large number of venues and resources are required, which can limit training time for other consumers, leading to time conflicts and usage pressures, as well as increasing the financial burden on clubs. Clubs need to find a balance between the demands of competitions and day-to-day training to ensure the smooth running of the overall operation.

Impact of amateur table tennis competitions on consumers

Amateur table tennis competitions provide a platform for individual consumers to demonstrate skills and improve themselves. Participation in competitions can help consumers improve their competitive ability and confidence. The feedback and results of the competitions help them clarify skill level and training direction, as well as promote skill improvement. At the same time, competitions provide an opportunity for consumers to compete and challenge themselves, which helps them to continuously improve themselves in competitions. Participation in tournaments, on the other hand, poses high demands and challenges for individual consumers, requiring thorough preparation and training, taking up a lot of personal time and energy, and possibly affecting their daily lives and other duties. Some consumers may feel nervous and anxious when facing the pressure and competition of competitions and need more psychological support and guidance from the clubs.

Overall, amateur table tennis competitions have had a positive impact on both clubs and individual consumers by raising the profile and influence of clubs, enhancing socialization and team cohesion, and providing a platform for individual consumers to showcase their skills and expand their social networks. However, the organization of and participation in competitions also brings with it management challenges and pressures, requiring clubs to make additional efforts in terms of

resourcing and psychological support to ensure the success of the event and the overall satisfaction of consumers. By balancing these positives and negatives, amateur table tennis competitions can play a more positive role in club development and personal growth.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Material dimension into the following 3 points.

Difficulties in training and competition and influences on plan development

Coaches face a variety of challenges during training and competition, primarily parental time and energy constraints. Parents are usually more concerned about their children's schooling, resulting in a lack of adequate training time and consistent attendance for teenager consumers, which seriously affects their progress and commitment. In order to raise parents' awareness of the importance of table tennis training, coaches need to maintain close communication with parents, explaining the importance of training in improving their children's physical fitness and social skills. Furthermore, parents' concerns about academic load, health issues, and social skills had a significant impact on the training program's development. When arranging training programs, coaches must take these factors into account in order to develop a training program that meets parents' expectations and can effectively enhance consumers' skills. Coaches also faced the problem of insufficient venue resources and equipment supply, which posed a great challenge to them in organizing and implementing the training programs. The coaches had to rationalize resource deployment to ensure smooth training, even with the clubs' support.

Club support and resources for coaches

The club offers coaches a plethora of internal training and coaching opportunities, encompassing daily teaching methods, skill enhancement, and knowledge of tournament organization and management. By participating in the coaching exchange tournaments and internal training organized by the club, coaches can continuously learn new teaching methods and strategies and improve their business ability and professionalism. These training activities help coaches become more confident in the teaching process and respond flexibly to various teaching challenges. However, despite the abundance of internal training resources, a lack of external training resources limits coaches' opportunities for professional development at a higher level. Some coaches would like to have more opportunities to participate in external training and seminars to learn about the latest table tennis teaching concepts and technical developments, as well as to further enhance their teaching level. In addition, some coaches reflected that the club was inadequate in the provision of equipment and venues, especially during the peak training period when the shortage of venues and equipment was particularly acute. This places a certain constraint on their business ability to improve, and coaches must try their best to ensure the quality and

effectiveness of their training with the limited resources available.

Impact of amateur table tennis competitions on clubs and individuals

Amateur table tennis competitions have had a significant impact on clubs, through which clubs have been able to showcase consumers' training achievements and overall strength, increasing their visibility and influence in the community. The competitions provided a practical platform for consumers to apply the skills they learn in real competitions, which not only enhanced consumers' enthusiasm for the game, but also significantly improved their skill levels. The competitions directly contributed to the overall teaching effect of the club and the overall ability of consumers, attracted more new consumers and enhanced the cohesion and activity of the club. In addition, through the successful organization of competitions, clubs are able to establish co-operative relationships with other clubs to promote experience exchange and mutual development. However, competition organization and participation place higher demands on clubs and require substantial investment of time and resources, including venue rental, equipment purchase and human resources arrangement. This may affect the normal training schedule of other consumers, and clubs need to find a balance between competition organization and daily operations to ensure that the success of the competitions does not negatively affect daily training.

In interviews, coaches described in detail the difficulties they encountered during training and competition, the factors that influenced the development of plans, and the support and resources provided by clubs. The impact of amateur table tennis competitions has provided opportunities for both clubs and coaches to improve their skills and increase their visibility. Despite a number of challenges and constraints, coaches were able to address them through effective resource management and personal development, coaches were able to address these challenges, contributing to the continued development of their clubs and the overall development of consumers.

Analysis of the consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Material dimension into the following 3 points.

Ways to join the club

The majority of consumers joined the club through recommendations from friends, highlighting the importance of word of mouth in attracting new customers. Recommendations from friends not only increase the club's credibility, but they also quickly build trust and recognition among new customers. Clubs, on the other hand, cannot rely too heavily on word-of-mouth and friend recommendations, which may limit their market expansion and the diversity of sources of new customers. Therefore, clubs need to expand other promotional channels, such as social media, community events, and partner organization promotions, to attract more potential consumers.

Venue, facilities, and security

Consumers felt that the club had done a decent job in fire safety, with basically well-equipped facilities, demonstrating the professionalism and meticulousness of the club's management. However, the medical facilities are relatively simple, and there is room for improvement in air circulation. Although the venue and equipment meet the basic needs, the venue's space is relatively small, and the frequency of updating and maintaining the equipment is not high enough. The facilities and equipment may be adequate for beginners, but for advanced consumers, the club needs to regularly upgrade its equipment and consider expanding the size of the venue to enhance the overall training and activity experience.

Family factors and scheduling

Consumers mentioned family factors, work schedules, and personal time management as the main factors affecting their participation in club activities. Family gatherings, children's education, and travelling tend to take up a lot of their time, resulting in lower participation in club activities. Furthermore, work pressure and irregular working hours may affect their frequency of participation in activities. To cope with these problems, clubs can flexibly adjust their activity schedules and provide diversified activity programs to suit different consumers' time schedules and interest preferences. Clubs should also improve their communication with consumers so that they understand their needs and schedules and can better organize activities.

Impact of Amateur Table Tennis Competition

Clubs can increase consumer retention and activity by organizing and participating in amateur table tennis competitions, as well as the club's visibility and influence in the community. Tournament activities not only demonstrate the club's professionalism and organizational ability, but they also increase parents' and consumers' trust in the club and enhance the club's brand reputation. Rich tournament activities can attract more new customers and enhance their sense of belonging and participation, thus promoting the club's long-term development.

Participation in table tennis competitions improves consumers' competitiveness and promotes health and fitness, while also expanding their social circle and meeting new people. Competitions not only contribute to physical fitness but also provide a sense of achievement and fulfillment, which enhances their love of table tennis and their willingness to continue to participate in the sport. Through competitions, consumers can interact with other table tennis enthusiasts, improve their skills, and meet more like-minded people. These positive experiences are important for personal growth and life satisfaction.

Consumers have clear expectations and evaluations of the club's facilities, management and event organization, as well as demonstrating their considerations as consumers when participating in club activities and competitions. Clubs can improve their overall consumer experience and satisfaction in attracting and meeting consumer

needs by optimizing facilities and management. By improving coaching, expanding publicity and promotion and optimizing tournament organization, clubs can further enhance their service quality and competitiveness in the market, thereby attracting more consumers and facilitating the long-term development of the club.

Consumers have clear expectations and evaluations of the club's facilities, management, and competition organization, and they demonstrate consideration when participating in club activities and events. Clubs can improve their overall consumer experience and satisfaction in attracting and meeting consumer needs by optimizing facilities and management. By improving coaching, expanding publicity and promotion, and optimizing competition organization, clubs can further enhance their service quality and market competitiveness, thereby attracting more consumers and facilitating their long-term development.

According to the 4M management theory, interviews and analyses of amateur table tennis clubs in Guangzhou revealed their strengths and weaknesses in terms of resource allocation, management strategies, staff skills and remuneration, and income and expenditure structures. Although the clubs performed positively in facility management, Goal setting, and coach training, they faced challenges such as limited resources, imperfect feedback mechanisms, and economic pressures. Clubs can more effectively balance the use of resources, enhance consumer satisfaction, and promote sustainable and healthy club development by optimizing facilities, improving coaching professionalism, expanding promotional channels, and adjusting revenue models.

4.2.2.4 Content Analysis of Interviews with Amateur Table Tennis Clubs in Guangzhou Based on McKinsey 7s Model

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Shared Values

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Shared Values dimension into the following 4 points.

Clarity of Goals and stabilization of operations

Managers emphasize that the primary objective of the club is to ensure financial gain and stable operations, which demonstrates the importance they place on the financial health of the club to achieve economic independence and sustainability through the provision of high-quality training programs and the organization of competition activities. Clubs set clear profitability targets, enrolment targets, and targets for the development of talented athletes in order to maintain stable operations. These targets are not only about the club's financial health but also include a focus on and commitment to consumer development. However, placing too much emphasis on financial gain can lead to neglecting consumer growth and quality of instruction. Some managers set Goals without specific implementation details and time planning,

leading to unfulfilled or deviated Goals in practice. In addition, Goal setting is too one-dimensional, focusing on profitability to the neglect of other important aspects, such as the overall development of consumers and the social impact of clubs.

Table Tennis and Leisure Life

The club's core values emphasize the integration of table tennis into leisure life, conveying happiness and a positive attitude towards life through table tennis activities. Through a rich curriculum and flexible teaching methods, the manager attracts more consumers, ensuring that each customer can find a learning style and pace that suits them at the club. Clubs not only provide professional table tennis training but also organize a variety of leisure activities to enhance consumers' overall experience and engagement. For example, some clubs enhance consumer and parent engagement and interaction by organizing parent-child activities and friendly matches. However, too much focus on leisure and fun may lead to a decline in training intensity and effectiveness, affecting consumers' skill enhancement and professional development. Some managers struggle to strike a balance between professionalism and leisure, resulting in a lack of clarity in the direction of the club's operations and difficulty meeting the needs of all consumers. For some consumers who wish to train professionally, clubs may not be able to provide adequate support and resources, affecting their training effectiveness and development opportunities.

Teaching the ball and educating the people

The core values of teaching table tennis and educating people focus on character building and value development of consumers in table tennis learning. Managers emphasize that coaches should pay attention to the improvement of consumers' character and overall quality in addition to technical teaching to ensure consumers' all-round development. In the coaching selection process, managers first pay attention to the coaches' character and their ability to interact with consumers to ensure that the overall quality of the teaching team is consistent with the core values. For instance, some managers prioritize coaches who exhibit patience, effective communication skills, and a strong moral code, with the aim of fostering the development of these qualities in their students as they learn table tennis. Through performance appraisal and reward systems, the incentive mechanism of more work, more pay improves the efficiency and service quality of coaches and staff. However, an over-emphasis on character building and value development may result in inadequate attention to technical training, thereby hindering the enhancement of consumers' competitive level. Some managers fail to effectively implement these core values in practice, leading to deviations in the club's operations. When implementing education and training, coaches may neglect technical details due to excessive focus on character education, affecting training effectiveness and consumers' overall development.

Amateur table tennis clubs in Guangzhou strives to achieve comprehensive development in many aspects such as financial gain, combination of professional and leisure, teaching table tennis and educating people through clear business objectives and core values. These objectives and values not only guide the daily operation of the clubs, but also help the clubs to find their own position in the competitive market. However, in the process of realizing these Goals and values, clubs are faced with market competition, resource constraints and balance of teaching quality. Managers need to constantly adapt and optimize their strategies to overcome the challenges to ensure the long-term development of their clubs and the overall growth of their consumers.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Shared Values dimension into the following 4 points.

Current career Goals

The career Goals of coaches include promoting the sport of table tennis, career advancement and management, gaining experience and improving coaching standards, leading players to competitions and achieving results, progressing to more specialized clubs, continuing to teach consumers in their current position, having free time and stability, as well as gaining experience and cooperating to open their own clubs. They bring financial support and market competitiveness to the club by attracting more teenage consumers to table tennis, improving the quality of teaching, raising the club's profile and reputation, gaining professional experience, and advancing individual careers. However, these objectives may also bring about problems such as insufficient resources, career pressure, neglect of teaching quality, and over-emphasis on competition results. For example, promoting table tennis to engage more teenage consumers may face challenges due to limited time, limited access to professional clubs, and a lack of avenues and methods to enhance one's teaching ability.

Alignment of personal Goals with club Goals

Coaches believe that doing the job well is helping the club to develop, attracting more consumers, and maintaining a good reputation through good teaching and personal charisma, bringing profits to the club and stabilizing the income from consumers and lessons. Coaches enhance the reputation of the club by leading the team's competition results, attracting more consumers, improving personal skill level, providing high-quality teaching services for the club, and improving personal skills to attract more consumers and enhance the club's competitiveness in the market. In keeping personal Goals aligned with the club's Goals, coaches improve teaching quality and personal influence to ensure the club's enrolment Goals and financial gains. However, too much focus on career advancement may reduce investment in existing positions, emphasis on competition results may neglect consumer health and psychological development, and frequent job-hopping may affect career stability. For

instance, while competition results enhance club reputation, an overemphasis on results may overlook the holistic development of consumers, and prioritizing profit over teaching quality and consumer development could be detrimental.

Teaching quality and reputation

Coaches generally value the quality of teaching and building a reputation, believing that high-quality teaching is the key to attracting and retaining consumers. Through quality teaching and personal charisma, it can not only enhance the popularity and reputation of clubs but also bring in a stable source of consumers and income for clubs. While focusing on the quality of teaching and reputation building, coaches also face some challenges. At the same time, over-reliance on personal charisma and teaching quality may lead to dependency in club management and a lack of systematic and standardized management processes. For example, attracting consumers through high-quality teaching alone is too single-minded an enrolment measure, after all, there are only a limited number of high-level coaches and limited time.

Teamwork and Communication

Coaches understand and support the club's overall Goals through effective communication with club management and other coaches in order to promote teamwork and Goal achievement. Coaches emphasize the critical role of communication in aligning individuals with club Goals. Effective communication enables coaches to better understand the club's Goals and expectations, as well as contribute experience and expertise. However, some coaches' club developments may not match reality. Furthermore, some clubs rely solely on WeChat work groups or free chats for communication, and they lack formal methods to provide insights into coaches' situations and ideas.

Coaches' Goals and values in professional development have both positive aspects and face some challenges. On the positive side, coaches bring substantial contributions to the development of their clubs and their own professional growth by promoting table tennis, improving the quality of teaching, accumulating experience and skill levels, and leading their players to achieve results. However, on the negative side, coaches may face resource constraints, career pressures, overemphasis on performance, and neglect of teaching quality and consumer needs. By reconciling personal Goals with club Goals, coaches need to balance professional development and teaching quality to ensure that they achieve their personal Goals while bringing real value and contribution to their clubs and consumers.

Analysis of consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Shared Values dimension into the following 3 points.

Physical exercise

The main motivation for many consumers to join an amateur table tennis club is exercise, which is the most basic need and applies to consumers of any age. Consumers view table tennis as a beneficial physical activity that can boost fitness, enhance health, or sustain a healthy lifestyle. To maintain or improve their physical health through table tennis, thus reflecting the importance they place on health and fitness. Through table tennis, consumers have gained better physical condition and healthy lifestyles through table tennis by improving their physical fitness and enhancing health.

Socializing and making friends

Socializing and making friends was another key motivation, with many consumers looking to expand their social circle, meet new people, and build long-term friendships by joining a table tennis club. Club activities provide a social platform for consumers to interact socially in an enjoyable environment, which demonstrates the importance customers place on social relationships and a sense of belonging. Through club activities, consumers made new friends, broadened their social circle, and improved their social interactions and sense of belonging.

Other requirements

Other motivations for consumers to join table tennis clubs included supporting their children's sporting development, developing personal interests, enjoying traditional sports, exercising at regular times, and pursuing competitive performance. These motivations reflect the importance consumers place on family relationships, personal interests, sporting culture, and a sense of achievement. Consumers want to provide a platform for their children to exercise and compete through club activities, to pass on a sporting culture, to maintain healthy habits, and to gain a sense of achievement in competitive activities. Consumers support their children's sports development through club activities to develop personal interests, enjoy sports culture, and gain a sense of accomplishment and self-actualization. It is crucial to consider the potential conflicts between exercise time and other schedules. For example, some parents may increase the intensity of their children's training to achieve better results, resulting in their children feeling overly stressed and even losing interest in table tennis.

Consumers' motivations reflect an emphasis on health, socialization and personal or family needs. On the positive side, consumers use table tennis to improve their physical fitness and enhance their health, as well as to gain social fulfillment and support family development and personal interests. However, consumers also face challenges in pursuing these Goals, such as lack of resources, social pressure, and allocation of time and energy. Overall, these consumers pursued a balance of physical fitness, social interaction, and interest development in joining table tennis clubs, through which they not only improved their physical condition, but also enjoyed table

tennis activities in an enjoyable social environment. By reconciling these motivations and values, consumers are better able to fulfil their personal and family needs, whilst contributing to the development of their clubs and active communities.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Skill

Analysis of managers' interviews

By analysis the interviews with the managers, it is possible to organize the managers' content in the Skill dimension into the following 3 points.

Knowledge and skills of management team

The club's management team excels in table tennis instruction and expertise, enabling them to provide high-quality training and guidance to consumers. For example, team members have a wealth of sporting knowledge and experience, which ensures smooth day-to-day teaching and a high level of service. However, there were notable deficiencies in business operations, marketing, and management skills. Managers generally noted that team members lacked systematic business knowledge and management skills, leading to greater challenges in business expansion and market competition. Despite some members possessing basic management knowledge, the team as a whole could enhance its ability to formulate strategic plans, conduct market research, and execute marketing campaigns. This deficiency makes the club face difficulties in attracting new consumers and enhancing brand awareness.

Skills assessment

In terms of skills, managers generally felt that the team excelled in table tennis expertise and teaching, ensuring a high level of service. However, managers were generally deficient in operational management and marketing and lacked the necessary commercial thinking and professional management skills. For example, managers mentioned that despite the team's experience and expertise in teaching and training, it lacked adequate market analysis, customer relationship management, and branding skills in operational management. These deficiencies put the club at a competitive disadvantage in the market, making it difficult to adequately attract and maintain consumers. In addition, the team handled day-to-day management largely without major problems but still felt overwhelmed when faced with complex management and operational challenges. For example, managers noted that the team performed well in student management but could improve in coaching levels and articulation and needed more training and mentoring. Such deficiencies have led to greater challenges in business expansion and market competition, as well as the need to introduce more commercialization and operational thinking to improve the club's overall operational efficiency and economic effectiveness.

Training and development opportunities

Most clubs provide opportunities for internal training, and team members improve management skills through practice, online learning, and peer-to-peer

exchanges. For example, clubs organize regular internal training meetings, occasionally invite industry experts to give lectures, or arrange for team members to attend external professional training courses. However, despite the availability of training and development opportunities, there are time and energy constraints in implementation, as well as a lack of systematic training plans, resulting in a limited effect on the enhancement of management capabilities. Some team members do not have the time to fully participate in training due to their busy day-to-day work, which affects the overall learning effect and management improvement. Managers, for example, stated that the club provides internal training sessions and opportunities for coaches to participate in external training, but time constraints prevented the team from fully participating. In addition, current learning and development relies mostly on individual initiative and interest, and the lack of a unified planning and assessment mechanism has led to slower overall progress. Some managers also mentioned enhancing team members' sense of responsibility and management through, for example, equity incentives. For example, managers mentioned that capable coaches could consider giving equity incentives to enhance their sense of management and responsibility. Such incentives can help increase team members' motivation and sense of responsibility, as well as promote the club's long-term development.

Overall, club management teams excel in sports professionalism and teaching but fall short in business operations, marketing, and management skills. Despite the availability of training and development opportunities, training effectiveness is limited due to resource and time constraints. In the future, the club will need to introduce more systematic and professional training programs to strengthen the team's capabilities in business operations and marketing to ensure the club's long-term sustainability.

Analysis of coaches' interviews

By analysis the interviews with the coaches, it is possible to organize the coaches' content in the Skill dimension into the following 3 points.

Skills diversity and training

Many table tennis coaches display a variety of skills in techniques, training methods, and teaching strategies. Some coaches undergo rigorous daily training sessions, including practicing with provincial team members, to enhance their own abilities and subsequently offer more advanced guidance to their students. However, coaches without formal table tennis teaching training and advanced coaching certifications may focus more on basic instruction instead of advanced technical and tactical training. By engaging in professional development opportunities and continuous learning, coaches can further improve their teaching methods and technical expertise to effectively support students and foster club growth.

Patience and passion for teaching

Coaches' patience and passion for teaching are important strengths that contribute to a good coach-consumer relationship and a positive learning atmosphere. For example, there are coaches who are able to motivate consumers to stay motivated and interested in learning through patient instruction and a positive attitude, helping customers to progress in their training. Coaches' passion and patience can not only make consumers feel valued and cared for, but they can also create a positive training environment that makes them more willing to participate and engage in training. However, some coaches may face challenges in terms of trust and authority when dealing with young consumers and parents due to a lack of professional qualifications and systematic training. Even if coaches show a high degree of enthusiasm and patience in teaching, parents may still have doubts about their professional competence, especially when faced with the need for advanced technical guidance or solving complex problems. Therefore, to better motivate and support consumers, we recommend that these coaches enhance their teaching credibility and market competitiveness by obtaining relevant coaching qualifications and certificates.

Communication with consumers

Good communication skills are one of the keys to the success of instruction. In the interviews, some coaches pointed out that through effective communication, coaches were able to better understand consumers' needs and expectations and thus provide more targeted teaching guidance. For example, some coaches emphasized that excellent communication in their interactions with consumers helped build trusting relationships and facilitated teaching effectiveness. Coaches can make timely adjustments to their teaching strategies to meet consumers' needs by regularly communicating with them about training progress and performance, thereby improving their overall learning experience. However, some coaches have deficiencies in communicating with consumers, which may lead to a lack of understanding and support for teaching methods and progress. Lack of effective communication may cause consumers to be skeptical about the effectiveness of the coach's teaching, and it may even affect their motivation and continued participation. Therefore, strengthening communication skills and increasing the frequency of interactions with consumers can help coaches gain more trust and support, enhancing teaching effectiveness and consumers' overall learning experience. For example, regular communication meetings, sending teaching progress reports, or creating a consumer communication platform can help to increase consumers' sense of participation and trust, thereby promoting teaching effectiveness.

In summary, the coaches demonstrated strengths in terms of diversity of skills, patience and enthusiasm for teaching, communication skills, and extensive teaching experience. However, overcoming the challenges of inadequate communication and lack of systematic professional training is crucial. It is recommended that coaches

continue to improve teaching skills and comprehensive abilities by attending professional training, obtaining relevant qualifications, strengthening communication with consumers, and continuing to learn in order to better serve consumers and support the development of clubs.

Analysis of consumers' interviews

By analysis the interviews with the consumers, it is possible to organize the consumers' content in the Skills dimension into the following 3 points.

Skills improvement and psychological development

The majority of consumers mentioned significant improvements in table tennis skills as a result of their involvement with the club. This included not only improvements in basic skills, but also progress in competition strategy and physical fitness. Through consistent daily training and interaction with other consumers in competitions, consumers made significant improvements in both technical details and tactical use. For example, some consumers mentioned that by participating in club competitions and training sessions, they learn how to stay calm during competitions and how to adjust strategies to cope with changes in opponents, and that the acquisition of these skills had a positive impact on consumers' daily lives and work.

However, for consumers with relatively high levels of proficiency, daily training is not very useful to them, especially in terms of advanced techniques and strategy guidance, and the skill level of ordinary coaches may not be as high as that of consumers. Lower-level consumers often perceive coach-designed training as more challenging, resulting in a loss of confidence in their ability to continue with the training. Therefore, clubs should pay more attention to the application of tailor-made training and psychological knowledge in coach training to help coaches better motivate and support their students and avoid negative impacts on their psychology.

Social interaction and sport cognition

Many consumers stated that by participating in club activities, they had made new friends and expanded their social circles, particularly for some retired consumers, such social activities had enriched spare time and enabled them to remain active and fulfilled after retirement. For example, some consumers stated that through their club activities, they not only learned table tennis skills but also made many like-minded friends who not only provided support in the sport but also became an important social resource in their daily lives. Some consumers learned how to interact and work with people from different backgrounds through club activities, which not only enhanced their social skills but also their ability to collaborate in a team environment.

In addition, through the activities of the clubs, some consumers gained a deeper understanding of the importance of sports. Not only have improved table tennis skills but have also enhanced physical fitness through other activities (e.g., jumping rope) and gained a comprehensive understanding of the overall benefits of physical activity. Consumers learned the importance of balancing study and sports and recognized the

great benefits of physical exercise for physical and mental health. This enhanced awareness led them to pay more attention to physical exercise in their daily lives and actively participate in various types of sports activities, forming healthy living habits.

In summary, after participating in table tennis club activities, consumers generally improved their table tennis skills, mindset, self-confidence, social interactions, and perceptions of the importance of sport. However, some consumers encountered limitations in skill enhancement, the coaches' words and actions also affected their mindset and self-confidence, and there is room for further optimization in social interaction. In future activity organization, clubs should focus on the impact of coaches' words and actions on participants' mentality, encourage solidarity and cooperation, and provide a diverse range of activities to improve consumers' skills and mental health in general.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Staff

Analysis of managers' interviews

By analysis the interviews with the managers, it is possible to organize the managers' content in the Staff dimension into the following 2 points.

Recruitment and stabilization of staff

Managers use enticing remuneration packages and promotion opportunities to attract employees to join their team, fostering a professional work environment. Equity and promotion based on performance are offered as incentives, drawing in many ambitious individuals. Additionally, a high-level networking platform with esteemed coaches and national team players serves as a major draw. Building close relationships akin to family and friendships enhances employees' sense of belonging and stability. Some managers prioritize treating employees as friends and family, fostering mutually beneficial relationships and supporting their development and interests even at the cost of some benefits. These relationships not only boost employees' sense of belonging but also bolster team cohesion and productivity.

However, there are some challenges to recruiting staff. Some employees choose to leave the club due to career advancement or personal reasons (e.g., family, work location, etc.). This suggests that remuneration packages and development opportunities alone may not be sufficient to retain staff in the long term. In addition, the lack of systematic recruitment channels and clear career paths may affect the club's ability to attract excellent talent. Maintaining employee stability remains a challenge. Employees are prone to leave their jobs when they encounter bottlenecks at work. The lack of systematic career development planning and promotion opportunities may lead to confusion and instability for employees during their career development. In addition, some employees' dissatisfaction with the work environment and management style may also affect their stability.

Guaranteeing motivation to work

Managers have adopted a variety of measures to safeguard the work motivation of their employees. For example, through group building activities and dedicated customer service arrangements, team cohesion and cooperation are strengthened to enhance employees' job satisfaction and sense of belonging. Additionally, we provide opportunities for technical training and experience in team leadership, along with flexible and adjustable course scheduling, to support and motivate employees at work.

However, there are some challenges to safeguarding employee motivation. Group activities and communication enhance staff motivation, but a lack of systematic incentives and clear performance evaluation criteria can lead to a lack of motivation and purpose in the workplace. For example, clear criteria have not yet been fully defined for securing motivation at work, suggesting that there is still room for improvement in performance management and motivation. Although group building activities and communication enhance staff motivation, some managers noted that the absence of systematic incentives and clear performance evaluation criteria may result in a lack of motivation and purpose in the workplace. There are deficiencies in communication and support for employees, which may affect their motivation and satisfaction.

In conclusion, amateur table tennis clubs in Guangzhou have demonstrated their respective strengths in recruiting, maintaining staff stability, and ensuring staff motivation. However, there are challenges to overcome, including the lack of systematic professional training and incentives and unclear career development planning. It is recommended to enhance staff motivation and career development through systematic career development planning and continuous professional training to better serve the development and operation of the club.

Analysis of coaches' interviews

By analysis the interviews with the coaches, it is possible to organize the coaches' content in the Staff dimension into the following 2 points.

Provide training and technical guidance

However, some coaches pointed out that the clubs were deficient in external training. In order to broaden their exposure to a more advanced range of teaching concepts and gain practical experience, coaches aspire to participate in external training plans offered by industry experts or renowned coaches. The lack of support from external training may limit coaches' exposure to the latest teaching techniques and methods, affecting their career development and overall teaching quality. In addition, some coaches have mentioned that the resources of the club in supporting instructors to obtain professional certifications are also limited. It is suggested that the club should increase its investment in this area so as to help coaches obtain more professional qualifications and certifications.

Competition and Athlete Level Up

Competitions and examinations are organized by the club to support the development of coaches and consumers. Coaches mentioned that these activities not only showcased consumers' training results, but also set clear Goals for learners, motivating them to train more seriously. For example, consumers were able to see their progress through competitions and examinations, which increased their motivation and incentive to train. These competition and examination opportunities also provide coaches with a platform to display and validate their teaching results, which helps to improve teaching quality.

However, misconceptions on table tennis training still exist among some parents of teenage consumers. Some parents may believe that table tennis training can be a quick fix, neglecting the importance of basic training, or interfering with the training progress of their young consumers due to time constraints and academic pressures. These misconceptions and constraints can affect the continued training of teenage consumers and the stable operation of clubs. Clubs need to improve communication with parents to explain the training process and Goals to increase parental understanding and support for table tennis training, thus improving the training outcomes for teenage consumers.

In summary, the Guangzhou Amateur Table Tennis Clubs demonstrated some strengths in improving the business skills of coaches, including the provision of internal training, technical guidance, and support for competitions and examinations. However, the club still has some deficiencies in external training, resource provision, and parent communication. To comprehensively enhance coaches' business competence and professional development, we recommend the club to strengthen its external training inputs in the future, provide more diversified training opportunities and resource support.

Analysis of consumers' interviews

By analysis the interviews with the consumers, it is possible to organize the consumers' content in the Staff dimension into the following 2 points.

Services provided

In consumer feedback, most expressed satisfaction with the infrastructure and services provided by the clubs. The clubs helped consumers progress in their table tennis skills and fitness by providing tables, regular training times, extracurricular health coaching, workout opponents, and competition opportunities. Fixed training hours and an increased number of workout opponents, particularly those of varying levels, significantly enhanced the skills and competition experience of the consumers. Additionally, consumers viewed club-organized competitions and athletes' examinations as positive factors because they gave them a platform to showcase and evaluate their skills.

However, some consumers pointed out that the clubs' provision of services had certain shortcomings. Although fixed training hours and extracurricular guidance are available, these arrangements may not always meet their individual needs. In addition, some consumers considered that the clubs were not scientific enough in organizing competitions and scheduling training time and failed to give due consideration to the specific needs and objectives of different consumers. Clubs need to further optimize their service arrangements to meet consumers' needs in a more flexible and personalized manner, so as to enhance service effectiveness and satisfaction.

Level of coaching

The level of coaching at clubs varied widely, according to consumers' ratings. Some consumers were positive about the coaching level, believing that coaches had sufficient ability and experience to guide training. According to these consumers, coaches' professionalism and personalized guidance effectively improved their table tennis skills and physical fitness. In particular, some coaches were able to provide targeted training plans and guidance based on consumers' actual needs and skill levels to help them achieve their training Goals.

However, some consumers have reservations about the quality of coaches. Consumers perceived a variable level of coaching, with some coaches falling short of meeting expectations in terms of competence and professionalism. These consumers pointed out that coaches' effectiveness in improving skills and physical fitness was not obvious, and sometimes even believed that coaches' guidance was of limited help to consumers. In addition, some consumers mentioned that the coaches' training direction did not fully match their actual needs, which affected the training's effectiveness. These issues may affect customers' trust and satisfaction with the club's coaching team.

In summary, clubs demonstrate certain advantages and disadvantages in terms of service provision and coaching levels. Consumers are satisfied with the club's infrastructure and training opportunities, but there are certain expectations and requirements on coaching level and personalized services. Staff dimension, the club needs to further improve the recruitment, training, management, and service provision of its staff (coaches) in order to comprehensively improve service quality and consumer satisfaction. It is suggested that the club should strengthen the training and assessment of coaches in the future, provide more diversified and personalized training opportunities, and flexibly adjust the service strategy to better meet the needs and Goals of different consumers.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Strategy

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Strategy dimension into the following 4 points.

Supporting the capacity of the operation

Most managers believe that the club's current operation is effective in supporting the Goals set. Managers have used a variety of approaches to optimize the operating model and improve efficiency. For instance, managers have enhanced efficiency and professionalism by assigning dedicated staff to oversee operations and technology. At the same time, infrastructure and services such as fixed training hours, extra-curricular training hours, and competition opportunities provide consumers with a systematic training environment that helps to achieve skill and fitness improvements.

However, some managers pointed out problems in the mode of operation, such as insufficient manpower, a lack of management skills, and venue constraints. These issues impede club development and expansion. For example, managers believe that professional managers and high-level coaches are difficult and costly to recruit and that venue costs are too high, all of which affect clubs' operational efficiency. In addition, some clubs rely on the share model of partner organizations, which squeezes their profit margins and also affects their financial situation.

Difficulties faced and measures to solution

Managers generally agreed that the biggest obstacles faced by clubs in their operations mainly included inadequate publicity, insufficient market awareness, and resource constraints. Some managers mentioned that the lack of awareness of table tennis programs among some consumers resulted in poor consumer recruitment and publicity. Furthermore, issues such as unstable consumer numbers and varying levels of coaching also posed challenges to clubs' operations.

To solve these barriers, managers have come up with a variety of strategies, for example, by increasing publicity and utilizing modern media to promote the club and increase its visibility and market awareness. Managers also emphasize the importance of strengthening coach training and development in order to improve coaches' professionalism and teaching quality. Additionally, managers enhance the attractiveness and competitiveness of clubs by implementing measures such as increasing competition opportunities, optimizing course schedules, and improving coaches' remuneration packages.

Implementation of core values

Managers value implementing and enforcing core values in all aspects of the club. Managers implement the core values in various ways, including training and communication, to enhance coaches' and staff's recognition and comprehension of these values. Simultaneously, they guarantee the reflection of the core values in teaching and management practices through practical operation and supervision.

However, some managers mentioned that in practice, the implementation of the core values faced certain challenges. For instance, discrepancies exist in the comprehension and acknowledgement of core values between coaches and parents,

necessitating increased communication and guidance to resolve. In addition, some clubs have difficulty implementing and enforcing the core values in their daily operations because most of the managers are part-time or have non-management professional backgrounds.

Future development plans and efficiency of implementation

The managers have clear plans and Goals for the club's future development. The managers plan to increase the club's scale and influence by expanding its business scope, increasing venues and facilities, and bringing in professional management talent. At the same time, they will promote the club's development by launching competition activities, enhancing brand promotion, and cooperating with the government and enterprises. To safeguard the efficiency of the plan's implementation, managers have proposed a variety of strategies. For instance, managers establish an effective reward and punishment mechanism by setting specific Goals and assessment standards, which motivate coaches and staff to work actively and responsibly. Additionally, we make timely adjustments to operation strategies through continuous observation and communication, ensuring the smooth implementation of the plan.

In summary, the amateur table tennis clubs in Guangzhou demonstrated a diversity of strategies and ideas in terms of operational, obstacle resolution, implementation of core values, and future development plans. Managers have proposed a variety of effective measures to improve operational efficiency, address barriers, implement core values, and ensure program implementation. However, the club still has shortcomings, such as insufficient publicity, coaching management, market perception, and resource constraints, which require further optimization and adjustment of strategies to ensure the club's sustainable development and long-term success. To ensure that they achieve the set targets and future development plans, clubs should strengthen their investment and efforts in marketing, coach training, management optimization, and branding in conjunction with the strategy dimension of the 7S model.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Strategy dimension into the following 2 points.

Improve the quality of teaching

Most coaches believe that improving the quality of teaching is a key strategy to help clubs achieve their Goals. The emphasis on quality teaching attracts and retains consumers, increasing the number of customers and revenue for the club. Only by ensuring that every consumer receives excellent teaching can we earn consumers' trust and word-of-mouth. This high-quality instruction not only retains existing customers but also attracts new ones through word-of-mouth. Developing high-level consumers and participating in high-level competitions can enhance the club's visibility and attractiveness. -achieving consumers can become living signs for the club, attracting

more people to join through their performance and achievements. This word-of-mouth effect and referral mechanism is an important way for clubs to achieve their Goals.

However, in the process of improving the quality of teaching, some coaches find it difficult to face the club's targets for selling classes and, in particular, lack confidence and expertise in marketing. To cope with this problem, coaches may need to rely on other team members in the club or seek training and support to enhance their competence in this area. In addition, when dealing with younger or under-skilled teenage consumers, some coaches use methods such as games to stimulate their interest and problem-solving through self-development. These challenges need to be addressed through effective strategies and approaches to ensure that the quality of teaching and learning can be enhanced successfully.

Coping with difficulties and communication

Coaches generally encountered difficulties in implementing the plans, but there were a range of coping strategies to address these issues. For instance, the manager ensures the smooth operation of the courses by recruiting additional coaches when scheduling conflicts arise. This approach effectively shares the teaching load, ensures the smooth running of the courses, and also supports the club's expansion and growth needs. In the event of scheduling conflicts or other issues, coaches proactively communicate with consumers and management to stay informed and adjust accordingly. Simultaneously, coaches can effectively resolve implementation difficulties by communicating with other coaches for help and support. Particularly through the network. Specifically, the network's promotion and the development of a comprehensive training plan are beneficial. Upon encountering difficulties, inside the club promptly communicate, make adjustments to understand the issues, and modify teaching strategies or plans accordingly. This real-time communication and cooperation help to solve problems and ensures that teaching and learning activities run smoothly.

While the coaches have demonstrated positive coping strategies in the face of difficulties, some challenges require attention. For instance, a lack of a comprehensive understanding of the club's overall Goals could potentially impact the coaches' role and influence within the organization. Moreover, when confronted with challenges, individuals don't expose their issues to the public, instead, they focus on finishing the course and subsequently seek guidance from senior coaches or management to enhance their performance. Although this strategy upholds the perceived quality of instruction, it could also result in the build-up of potential issues that require attention through enhanced communication and feedback systems.

Overall, the coaches have demonstrated a diverse range of strategies and approaches to improving the quality of their teaching and coping with difficulties. They endeavor to help clubs achieve their Goals through quality teaching, building a positive reputation, and timely communication and adjustment. However, the coaches

encountered certain challenges, including inadequate marketing skills and limited comprehension of the club's objectives, which require additional training and support to overcome.

Analysis of consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Strategy dimension into the following 3 points.

Keeping consumers stable

To meet consumers' health management needs, clubs must offer a diverse range of exercise programs and health lectures. Enhancing the quality of health management and exercise programs can enhance consumer satisfaction and participation, thereby improving consumer stability. Ensuring the safety of training venues and facilities, including regular inspection and maintenance of equipment, as well as the provision of a healthy diet and drinking water, will also help safeguard consumers' health and sense of security. Clubs should organize in-house social events and competitions to enhance interaction and cohesion among consumers. Social activities foster communication and interaction among consumers, transforming the club into a community and bolstering their sense of belonging and loyalty. Additionally, organizing regular open days or parent-child activities can enhance parents' trust and satisfaction with the club, foster interaction between parents and the club, and boost their loyalty and support for the club.

Establish effective communication channels so that parents can communicate regularly about their children's progress and listen to their opinions and suggestions. Through regular communication and timely feedback, enhance parents' recognition of and participation in the club's education quality and increase consumer loyalty. Provide flexible training schedules to facilitate members' participation in training according to their personal schedules. Through personalized services, we meet the time needs of different consumers and increase their convenience and comfort in participating in training.

Reasonableness of operational measures

Consumers expressed dissatisfaction with club management due to unclear internal processes, class divisions, and pricing. To enhance consumer satisfaction and loyalty, setting clear goals and implementing skills training programs is recommended. Improving transparency and efficiency in internal management was also suggested. Enhancing transparency in promotional and pricing strategies can boost consumer trust and engagement, ultimately enhancing club competitiveness. Leveraging modern promotional tools like short videos and social media can increase club exposure and appeal.

Some consumers considered that the club's operational measures were more reasonable, especially in terms of a fixed consumers base and effective use of venues. The club's cooperation model with schools is effective, maintaining a stable number

of consumers and quality coaching resources. The club organizes regular activities like points competitions and friendly matches to enhance consumer participation and foster a social atmosphere.

Strategies for attracting consumers

Clubs can offer more training courses for different ages and skill levels to appeal to a wider group of consumers. To increase consumers' perception of affordability, offer incentives or package forms of course fees. A flexible pricing strategy can attract more consumers to participate, thereby increasing the club's revenue and stability. Organize competitions and social events to increase club activity and awareness. A wide variety of activities can attract more consumers to participate, enhancing the club's social and entertainment value. To broaden the club's reach and market coverage while attracting a wider range of participants, organize cross-regional competitions and community events. Utilize modern promotional tools, such as short videos and social media, to increase the club's exposure and appeal. By combining online and offline promotional strategies, clubs can expand their reach and attract more potential members. Consumers recommend that the club continue to optimize its promotional strategies and explore promotional avenues in external markets to enhance the club's brand image and market competitiveness.

To maintain consumer stability and attract new consumers, clubs must adopt a multi-faceted strategy that synthesizes consumer feedback. Providing health support, enriching social activities, offering flexible scheduling, and improving service quality can enhance consumer satisfaction and loyalty. Improving internal management, increasing publicity transparency, and setting clear training objectives can all help clubs increase their operational efficiency and competitiveness. Increasing training plans, organizing competition activities, and strengthening publicity and marketing will help clubs attract more consumers and achieve long-term stability.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Structure

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Structure dimension into the following 2 points.

Scale and structure of revenue

The club's annual revenue scale closely aligns with its size, primarily driven by training fees that mirror the club's demand and influence in the teaching market. Some clubs have added additional revenue by offering specialized courses (e.g., Junior High School Entrance Examination) and adult businesses, enhancing their income diversity. Some clubs have diversified their revenue structure by renting space and selling peripheral products (e.g., table tennis equipment, clothing, mugs, etc.) For example, adult business has become an important source of revenue for some clubs, accounting for approximately 30 percent of total revenue. Other clubs generate additional revenue

by hosting contests and providing competition planning services.

However, the revenue structure of the amateur table tennis clubs in Guangzhou is relatively homogeneous, relying mainly on youth training and adult training charges. This structure may be at greater risk in times of market change. For example, some clubs derive almost all of their revenue from youth table tennis training, with leasing revenues accounting for a relatively small proportion due to high facility maintenance costs. To enhance stability and resilience to risks, these clubs need to actively expand their sources of revenue.

Organizational structure and staffing arrangements

Most clubs have managers who are also coaches, responsible for daily operations and management, as well as directly involved in teaching duties. This model can effectively utilize resources and improve operational efficiency. For example, there are clubs in which both managers are coaches, responsible for daily operations and teaching duties. Most clubs adopt a flat management structure, such as two or three levels of management. The first level is management, which includes the general manager or person in charge, and the second level is the specific coaching team. Some clubs also have financial managers to ensure transparency and smooth financial operations. By outsourcing financial management, certain clubs have reduced the work pressure on managers and made it easier to focus on their core business.

Furthermore, most clubs emphasize total marketing, in which coaches are not only responsible for teaching but also involved in marketing and customer relationship management. For example, some clubs have adopted an integrated operation model of teaching and marketing, which requires coaches to be involved in enrolment and customer service. This all-volunteer marketing strategy helps to enhance the club's market competitiveness and customer satisfaction.

Managers' interviews revealed that clubs have different characteristics and challenges in terms of revenue scale, revenue structure, and organizational structure. Most clubs relied on training charges as their main source of revenue, but by diversifying their revenue structure, they increased the stability and diversity of their revenues. In terms of transnational structure, a clear division of functions and the integration of management and teaching have improved operational efficiency and service quality. In the future, the club can enhance its market competitiveness by further optimizing its revenue structure and increasing diversified sources of revenue, such as hosting competitions and selling peripheral products. Meanwhile, by strengthening the collaboration between management and teaching and improving the marketing capability of all staff, the club will be able to better respond to market changes and achieve long-term stable development.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Structure dimension into the following 2 points.

Salary structure and remuneration packages

Coaches have different views on the club's salary structure and remuneration packages. The majority of coaches were satisfied with the salary structure, particularly the revenue model based on lesson fees and commission. Coaches viewed the pure lesson charge model as unambiguous, as it eliminated additional sales pressure and allowed them to concentrate on teaching. Certain clubs also offered a base salary plus a commission structure, which added stability and incentive to coaches' earnings. Some coaches, for example, stated that the club's remuneration consisted of a base salary and lesson charges, as well as commissions for referrals and renewals. This diversified remuneration arrangement meets their financial needs and provides additional rewards based on performance. Some coaches consider the remuneration mechanism of more pay for more work fair and reasonable, which can directly reflect their efforts and performance.

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However, some coaches also expressed dissatisfaction with the salary structure, mainly because income was too dependent on lesson charges, and the lack of clientele led to unstable revenue. Some coaches think that the club lacks a clear career development path and incentive mechanism, which affects their career development motivation and satisfaction.

Organizational structure and staffing arrangements

Coaches had different experiences with the club's organizational structure and staffing arrangements. Most coaches understood and accepted their clubs' management model, particularly the multi-level management structure and clear division of functions. For example, some clubs adopt a two, for instance, certain clubs implement a two-tier management structure comprising the general manager, coaching team, and customer service staff to guarantee a systematic execution of all tasks. Marketing strategy whereby coaches are not only responsible for teaching but also involved in enrolment and customer service, which improves market competitiveness and customer satisfaction.

Some clubs promote coaches through coaching competitions and performance assessments, offering promotion prospects from junior to senior coaches, as well as shop manager and regional shop manager positions, providing aspiring coaches with space for career development at a more senior level. Some coaches welcome this clear promotion channel and incentive mechanism.

In order to enhance coaches' satisfaction and motivation for career development, clubs may consider optimizing the salary structure, providing a more stable source of revenue, clarifying the promotion path and incentive mechanism, and enhancing the coaches' sense of professional identity and development prospects. These measures will not only help improve the work motivation of coaches but also promote the overall development and competitiveness of the club.

Analysis of consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Structure dimension into the following 2 points.

Reasonableness of charges

The majority of consumers felt that the charges made by the club were reasonable. Some consumers were receptive to the charges for one-to-one sessions, believing that the charges paid were commensurate with the services received. This acceptance suggests that the clubs' charging strategies go some way to meeting consumers' psychological expectations and providing appropriate value. For example, some consumers felt that the club's charge levels were more reasonable, especially for one-to-one sessions that included venue and coaching services, showing their acceptance of the club's pricing. However, there were also consumers who mentioned that the charges could put some financial pressure on families with two children involved in club activities. This reflects the fact that despite reasonable charges, family finances can affect consumers' willingness to pay and satisfaction.

Venues and facility conditions

Consumer satisfaction with the venues and facilities provided by clubs varies. The majority of consumers were satisfied with the clubs' infrastructure and believed that the facilities met their basic needs. Specifically, consumers viewed regulated training grounds and basic training equipment like table tennis machines as necessary and satisfactory services. Some consumers expressed satisfaction with the club's venue facilities, specifically mentioning the configuration of equipment, such as table tennis machines, which were considered helpful for both beginners and advanced trainers. This positive feedback suggests that the club meets consumers' expectations in terms of equipment configuration and maintenance. However, some consumers also expressed concerns about the club's venue space. Certain consumers mentioned that the venue's small space may affect their training experience, which is particularly noticeable when there are multiple children in the household. Additionally, some consumers expressed satisfaction with the club's additional services, such as parking,

locker rooms, and shower facilities, which were amenities that enhanced their overall experience.

Consumers' overall assessment of the club's charges is positive, finding them reasonable and acceptable. Despite some financial pressures, most consumers recognize the value of the services provided by the clubs. In terms of facilities and materials, consumer demand and satisfaction showed some variation. Clubs are more successful at providing basic training equipment and additional services, but they still need to improve on optimizing and expanding their venue space.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of Style

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the Style dimension into the following 2 points.

High Efficiency and Execution

During the interviews, some managers emphasized a management style of high efficiency and rigorous execution. For example, one manager described the club's management style as efficient and rigorous, with particular emphasis on execution and swift action, even in the face of difficulties or challenges. This efficient management style ensures that the club responds quickly to changes in the market and improves the quality of teaching and service. Other managers emphasize the importance of execution, particularly in relation to verbal or written engagements, focusing on commitment and strict enforcement of provisions as keys to maintaining order and efficiency in the club.

However, a management style that places too much emphasis on strict execution and efficiency may lead to a lack of flexibility and difficulty in adapting to individual consumer needs. This approach may inhibit employee creativity and motivation, as well as affect the overall atmosphere and team collaboration. In addition, excessive execution requirements may put pressure on employees, affecting their job satisfaction and long-term development.

Democratic and humane management

Most managers promoted a democratic and humane management style. For example, one manager refers to his management style as friend management, which emphasizes democracy and humanism and expects coaches to become friends with the consumers, keep order in the classroom, and respond to parental feedback. This style allows for a better understanding and fulfillment of consumer needs, as well as increased consumer satisfaction and loyalty. There are managers who emphasize free and humane management, focusing on creating value and maximizing benefits, allowing coaches to give free rein within certain limits, and promoting innovation and coaches' motivation.

However, an overly democratic and humane management style may lead to less efficient decision-making and difficulty in responding quickly to market changes. In the absence of clear rules and regulations, enforcement may be inadequate, affecting the overall operational efficiency of the club. A management style that is both liberal and prescriptive may face challenges in balancing liberty and prescription, if there is too much liberty, rules and regulations may be ineffective, affecting the club's discipline and efficiency.

The analysis of the managers' interviews primarily reveals two aspects of the club's management style, high efficiency and strict execution and democratic and humane management. High efficiency and strict execution can help to quickly respond to market changes and improve service quality, but they may lead to a lack of flexibility and increased pressure on employees. Democratic and humane management can enhance team cohesion and customer satisfaction, but they may reduce the efficiency of decision-making and execution. To improve the overall management effectiveness of the club, it is necessary to balance freedom and regulations, strengthen teamwork, improve customer service quality, and focus on long-term development planning in order to achieve sustainable development.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the Style dimension into the following 2 points.

Feedback and communication

Some coaches said that the club has done a better job in terms of feedback mechanisms and communication measures. For example, the opinions and suggestions of coaches are actively collected through regular meetings and WeChat groups, which help to adjust and improve management strategies and teaching methods in a timely manner and enhance overall operational efficiency. In addition, communication between coaches and parents of teenage consumers also exchanges feedback on their children's learning progress and courses through the WeChat group, which enhances parents' trust and satisfaction with the club.

However, other coaches felt that the clubs were deficient in terms of feedback and communication. Some coaches observed that the club lacked a clear feedback mechanism, failing to give sufficient weight and integration to their views and suggestions. The lack of actively seeking coaches' opinions may affect the quality of teaching and operational efficiency. In addition, although the club communicates through WeChat groups and weekly meetings, this approach may not be effective enough in dealing with complex or urgent issues.

Self-determination and decision-making power

Most of the coaches mentioned that the club gave coaches greater self-determination and decision-making power. The club allows coaches to make and adjust teaching plans based on their own judgment and professional experience. This

flexible management style motivates coaches' sense of responsibility and creativity while also improving teaching quality and customer satisfaction. To achieve the expected learning results, the coaches can flexibly adjust their teaching methods based on the actual situation and the consumers' needs.

However, some coaches said self-determination has its limits. Although clubs allow coaches to make their own decisions and adjust their teaching methods to a certain extent, the lack of clear feedback channels may affect the quality of teaching and operational efficiency. In addition, while coaches have a degree of self-determination in implementing their teaching programs, the lack of positive feedback mechanisms may limit the ability of clubs to better understand the needs and perceptions of coaches.

Through the content of the coaches' interviews reflected the different performances of the clubs in terms of feedback mechanisms and communication measures, self-determination, and decision-making power. Some coaches believe that the clubs are doing better in these aspects, actively collecting and handling coaches' opinions through diversified communication channels and regular meetings, while others believe that there are certain problems with insufficient communication and imperfect feedback mechanisms. In order to further enhance management efficiency and teaching quality, the club may consider increasing diversified communication channels and optimizing the timeliness and effectiveness of the feedback mechanism to enhance the satisfaction of coaches and clients.

Analysis of consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the Style dimension into the following 2 points.

The way clubs listen to consumers

Consumers generally reported that clubs occasionally listen to their feedback. Some consumers said that the clubs collect feedback through channels such as face-to-face communication and WeChat group chat, especially for training progress and scheduling. These approaches helped clubs keep abreast of consumers' needs and suggestions in order to improve services and satisfaction. For example, some consumers mentioned that through face-to-face feedback and WeChat group chats, clubs were able to make timely adjustments to training plans and provide services that better met their needs.

However, some consumers also pointed out that clubs were inadequate in listening to consumers' views. Some consumers felt that clubs were less proactive in seeking consumers' views, mainly because some consumers did not know much about sports training, and organizations were more likely to persuade customers to accept existing plans. The club's service quality and customer satisfaction may suffer due to inadequate attention to consumers' needs and suggestions in the absence of a systematic feedback mechanism.

Communication fluency measures in clubs

Consumers emphasized the importance of clubs maintaining effective communication channels with customers. They observed that clubs employ specialized customer service, coaches, and WeChat groups to promptly provide information. For instance, consumers noted that coaches offer feedback on training progress through direct communication via WeChat or face-to-face interactions, resulting in problem resolution and increased trust and satisfaction among consumers.

However, some consumers consider that there is room for improvement in the club's communication mechanism. Certain consumers mentioned that the club mainly relies on WeChat communication between coaches and consumers, which is convenient but may be insufficient in terms of the efficiency of information transfer and problem-solving, especially when it comes to complex or emergency situations where a single communication channel may not be able to fully meet the demand. The lack of a diverse and systematic communication mechanism may lead to information asymmetry, affecting the operational efficiency of the club and customer experience.

The content of the consumer interviews revealed both positive and negative aspects of the clubs' efforts to listen to consumers' views and communicate fluent measures. Some consumers recognized that clubs collect opinions and make timely service adjustments through channels such as face-to-face communication and WeChat group chats, which are considered to help improve service quality and customer satisfaction. However, some consumers also pointed out the club's shortcomings in proactively seeking opinions and diversifying communication mechanisms. In the future, the club may consider further optimizing the feedback mechanism and communication channels to ensure timely and effective information transfer, thereby improving overall management efficiency and consumer satisfaction.

Content analysis of the interviews based on the McKinsey 7s Model of the dimension of System

Analysis of managers' interviews

By analyzing the interviews with the managers, it is possible to organize the managers' content in the System dimension into the following 4 points.

Expenditure management of clubs

Venue rent and coaching salaries are the club's primary expenses. Venue rent is the biggest financial burden, accounting for a significant portion of the expenditure. Most coaches receive their salaries on a commission basis, while a few full-time coaches receive a fixed base salary. Furthermore, consumables are a relatively small expense. Managers generally agreed that these expenditure items are the basis of the club's day-to-day operations, but they also have a large impact on the club's financial pressure.

In the face of these expenses, clubs must strike a balance between cost control and service quality. While venue rental and labor costs are unavoidable fixed expenses,

effective management, and optimal resource allocation can alleviate the financial pressure to some extent. Additionally, managers emphasized the significance of cost control and the reduction of operating costs, which they achieved through a flexible coaching salary system and refined consumables management.

Daily operational processes and regulations

Clubs have clear processes and regulations in place for their day-to-day operations, including lesson plans, consumer communications, and coach feedback mechanisms. Some clubs use written regulations and training to ensure that all members follow and understand these processes, such as using course manuals to publicly display teaching processes and requirements. However, there are also clubs that rely on verbal communication and on-site supervision for their operational processes, which can lead to inconsistencies and inefficiencies in implementation.

To ensure the effectiveness of these processes and regulations, managers take a variety of measures. For example, implementation is monitored through data analysis, on-site supervision, and regular meetings to identify and resolve problems in a timely manner. Monitoring equipment and on-site supervision are common management tools that help ensure that actual operations comply with regulations. However, the lack of clearly written regulations and systematic management processes may affect the overall efficiency and service quality of the club.

Communication and cooperation between employees

Effective communication and cooperation between staff are an important part of club operations. Some managers emphasize the promotion of collaboration and information sharing within the team through regular meetings, WeChat groups, and face-to-face communication. These communication methods help to deliver timely information, solve problems, and improve team cohesion. For example, through WeChat groups and regular meetings, coaches and management are able to exchange teaching progress and student feedback in a timely manner to ensure the smooth implementation of teaching programs.

However, some managers also mentioned that the club lacks a clear system for communication and cooperation among staff and relies mainly on spontaneous communication and collaboration. This may result in untimely information transfer and poor teamwork, which could affect the club's overall operational efficiency. In order to improve this problem, clubs may consider establishing a more systematic communication mechanism and teamwork system to ensure the timeliness and accuracy of information transfer.

Difficulties in implementing the plan

Clubs generally face a variety of difficulties when implementing their plans. The main challenges include consumers' individual needs, coaches' professionalism, and changes in the external environment. For instance, some managers reported that the coaches' insufficient motivation and lack of professionalism hindered the

implementation of the teaching plan. Furthermore, fierce external competition and limited venue resources posed challenges to the plan's smooth implementation.

To cope with these difficulties, administrators have adopted flexible strategies, such as adapting teaching plans to the needs of consumers, optimizing the allocation of resources, and strengthening implementation. Regular feedback and evaluation mechanisms identify problems and make timely adjustments, thereby enhancing the effectiveness of program implementation. Meanwhile, strengthening the training and incentive mechanisms for instructors to improve their professionalism and motivation is another important measure to address implementation difficulties.

Impact of Amateur Table Tennis Competition

Amateur table tennis competitions have a significant positive impact on both clubs and individuals. Competitions not only increase the visibility and community impact of clubs but also increase consumer engagement and activity. Consumers were able to demonstrate their individual skills, increase their confidence, and expand their social circles through competition. This social interaction contributes to overall club cohesion and member satisfaction.

For coaches, competitions are also an important opportunity to improve their teaching and professional development. Through practical coaching, coaches can accumulate experience, improve their professional ability, and deepen their understanding of teaching methods through interaction with consumers. However, competition organization and management also bring certain cost and resource pressure, which requires clubs to ensure the quality of the competition while reasonably allocating resources and balancing the relationship between competition activities and daily operations.

The content analysis of the managers' interviews reveals the club's strengths and challenges in terms of expenditure management, daily operation processes, staff communication and cooperation, execution plans, and amateur events. Although the club has achieved some success in cost control, process standardization, and teamwork, it still needs to further optimize its management system and execution mechanism to improve overall operational efficiency and service quality. With flexible management strategies and effective feedback mechanisms, the club can continue to improve member satisfaction and market competitiveness while meeting challenges.

Analysis of coaches' interviews

By analyzing the interviews with the coaches, it is possible to organize the coaches' content in the System dimension into the following 4 points.

Training time and consumer interest

Coaches generally face the problem of insufficient training time and lack of interest from consumers during training and competition at their clubs. Most teenage parents are more focused on academics and have limited time and energy to invest in

their children's table tennis training, resulting in less frequent training for teenage consumers. Furthermore, other activities often divert the attention and interest of teenage consumers, thereby compromising the effectiveness of their training. Coaches need to find a balance between maintaining rigorous and stimulating interest, a challenge that is particularly acute when dealing with different age groups and interest levels.

Consumer expectations and resource constraints

Consumer expectations and interventions have a significant impact on coaches' training plan development. Coaches face challenges in developing and implementing training plans due to consumers' inconsistent perceptions and expectations of table tennis training, and their sometimes-unmet demands. The club's resources and environment, such as the quantity and quality of training facilities, are also significant factors that influence plan development. Limitations in resources and environment may cause coaches to be unable to organize training in the desired manner, affecting the overall effectiveness of teaching and learning.

Equipment and feedback mechanisms

When executing training and competition plans, clubs usually provide the necessary equipment and resource support, such as table tennis training equipment, venue facilities, and technical support, to help coaches conduct efficient training and instruction. In addition, clubs also provide consumer feedback to help coaches adjust and improve their teaching methods to enhance teaching effectiveness and satisfaction. The club's internal training also helps coaches improve their professionalism and management skills, as well as assist coaches in communicating effectively with parents.

Club and Personal Development

Amateur table tennis competitions have a positive impact on both clubs and individual coaches. Competitions provide consumers with practice opportunities to improve their competition skills and enthusiasm for training, while also increasing the club's visibility and community impact. Coaches enhance their teaching ability and coaching experience by participating and coaching consumers in competitions, which also strengthens their competition organization and resilience. Competition organization and preparation also increase coaches' workload, but they provide practical experience and a sense of achievement that contribute to the coaches' influence and professional profile within the club.

Coaches face a variety of difficulties and challenges in work at the club, such as insufficient training time, lack of interest from students, consumer expectations, and resource constraints. Clubs help coaches cope with these challenges by providing equipment support, feedback mechanisms, and internal training. Amateur table tennis competition not only promotes club development and visibility, but also provides an important platform for individual coaches' growth and career development.

Analysis of consumers' interviews

By analyzing the interviews with the consumers, it is possible to organize the consumers' content in the System dimension into the following 2 points.

Accession channels and influencing factors

Consumers join clubs primarily through referrals from friends and promotion of school table tennis programs or clubs. Friend referrals and school programs were the main joining channels, indicating that the club has a reputation and influence in the community. These channels help clubs attract new consumers and further expand their membership base through referrals from existing members. Family, personal schedules, work, and epidemics are all major factors influencing consumer participation in club activities. Family and work take precedence over sporting activities, while sudden epidemics may also lead to temporary changes or cancellations of activities. Clubs must be flexible in their activity schedules to cope with these uncertainties and meet the diverse needs of consumers.

Safety and health protection

The club performs well in protecting the safety and health of consumers with good facilities, including first aid kits, firefighting equipment, and good air circulation. The standard table tennis court and regular maintenance ensured safety during exercise, and consumers were generally satisfied with these aspects. However, some consumers mentioned that there was room for improvement in the club's medical facilities and air circulation, particularly ventilation in hot weather. The club needs to further improve these details to enhance consumers' overall experience and satisfaction.

Implementation of activities and plans

The club demonstrated flexibility and quick responsiveness in scheduling activities and implementing plans. Consumers are able to adjust the activity arrangement at any time according to their own needs, and the club's customer service and coaching team responds quickly by providing alternative options and timely replies. In addition, the club's long history, professional coaching team, upgraded venue facilities, and excellent neighborhood amenities have attracted many loyal customers. Despite the flexibility in activity arrangements, consumers pointed out that the club had problems in its communication style, often giving the impression of salesmanship and lacking sincerity. Furthermore, the coaching staff's mobility is high, and frequent coaching changes may lead to inconsistencies in training content and communication style, affecting the effectiveness of teaching. To enhance trust and user experience, consumers suggest that clubs focus more on authenticity and consistency in their promotion and communication style.

Impact of competition participation

Amateur table tennis competitions have had a significant positive impact for both clubs and individual consumers. Competitions not only increased the club's profile and community impact, but they also provided consumers with opportunities to play in real matches, improving their skill levels and enthusiasm for training. Competitions also enhance cohesion and social interaction within the club, providing a platform for members to showcase their skills and expand their social circle. By participating in competitions, consumers not only improved their level of competitiveness but also gained health and social benefits. Although competitions offer numerous advantages, they also present certain challenges. Customers worry about the appropriate timing of competitions and their potential conflicts with their study or work schedules. Furthermore, promotional information about competitions must be timely and accurate so that consumers are fully aware of the event details and participation conditions. Clubs must fully consider these factors when organizing competitions to ensure a smooth operation and maximum positive impact.

Table tennis clubs have demonstrated many strengths in attracting consumers, protecting safety, flexible activity scheduling, and competition organization, but there is still room for improvement. By improving communication methods, enhancing medical facilities and air circulation, stabilizing coaching teams, and optimizing tournament scheduling, clubs can further enhance consumer satisfaction and participation. Amateur table tennis competitions have a significant positive impact on both clubs and individual consumers, and clubs should continue to capitalize on the strengths of the events while addressing the challenges of participation to drive overall development and brand reputation.

An analysis of interviews with amateur table tennis clubs in Guangzhou based on McKinsey's 7S model reveals that the clubs have successfully attracted the active participation of a large number of consumers by excelling in clarifying their business objectives, improving the quality of their teaching, enhancing teamwork, and flexible management. Managers and coaches increased consumer satisfaction and loyalty through quality teaching, effective communication, and flexible activity arrangements. However, there is still room for improvement in the club's publicity efforts, resource allocation, coach training, and communication mechanisms. Some consumers and coaches have identified deficiencies in these areas, affecting the club's overall operational efficiency and service quality. To further enhance market competitiveness and achieve sustainable development, clubs need to optimize their management strategies, increase investment in publicity, improve resource allocation, enhance training and career development support for coaches, and establish a more systematic communication mechanism. Through these improvement measures, the club can better meet the diversified needs of consumers, enhance brand reputation and community influence, and achieve long-term stable development.

Conclusions of interviews

Based on the analysis of interviews with managers, coaches, and consumers of amateur table tennis clubs in Guangzhou, multiple factors influence the development of these clubs. First and foremost, consumers' individual needs have a significant impact on the development of clubs. Data analyses showed that there are many consumers involved in the activities of amateur table tennis clubs in Guangzhou, involving multiple age groups, and that each age group has different needs for participation in table tennis. This is further confirmed by the interview results, which show that many parents, as table tennis enthusiasts, believe that participation in table tennis is not only beneficial to their children's physical health but also enhances young people's concentration and spirit of hard work and endurance. In addition, for the elderly who have plenty of leisure time, participating in table tennis can enhance their physical fitness and expand their friendship circle. The young and middle-aged consumers said that participating in table tennis can make them physically and mentally happy and reduce the pressure of life, study, and work. Club managers believe that the different needs of consumers also prompted clubs to be more diversified in their management and to expand different training businesses, as well as to increase multiple channels of income for the clubs. Therefore, clubs should fully understand the needs of consumers and provide better services.

Amateur table tennis clubs in Guangzhou have done a good job of utilizing the relevant policies. The analysis of the data from the questionnaire shows that whether or not the relevant policies are fully utilized is a key factor in determining whether or not a club can develop in the long term. Through the interviews, it was found that club managers need to fully interpret and correctly understand the policies issued by the government and, at the same time, make timely and appropriate adjustments to the changes in policy trends. For example, to be able to comply with the requirements of club norms in the Opinions on the Development of Out-of-School Training Institutions issued by the Ministry of Education, the facilities and environment of the clubs should be improved in time to meet the standards. As table tennis is a new sport to be added to the Guangzhou Intermediate Examination in 2024, many clubs have purchased table tennis machines with the same rules as those of the examination and provide corresponding training services for the Intermediate Examination to meet the needs of young consumers. Clubs making full use of the policy can lead to optimal allocation of resources. This is specifically manifested in areas such as cooperation with schools. Through the government's input, clubs can obtain better training and competition facilities, thus enhancing the overall level. The policy of leveraging the national fitness movement supports the organization and promotion of amateur competitions. This not only increases the competition opportunities for table tennis enthusiasts but also improves the visibility and influence of the club. Regularly organized tournaments can stimulate the participation of table tennis enthusiasts and

promote the popularity and development of the sport.

Guangzhou's developed economic situation also contributes to the growth of amateur table tennis clubs in the city. The analysis of the questionnaire data reveals that the most numerous consumers participate in amateur table tennis clubs in Guangzhou, exhibiting the highest attendance rate, a higher consumption capacity, and a willingness to spend on better services. The reason for this is that the salaries of institutions and civil servants are in the middle and upper levels, their work is stable, and their working hours are relatively fixed, giving them more leisure time to participate in sports. In terms of the number of participants, retired people make up the third occupation. Employees of enterprises and companies accounted for the second highest number of participants, representing a group of consumers with a high income and spending power who, like the student population, lack leisure time due to work or study pressures. The managers of the club believe that Guangzhou's high economic level, coupled with an increased awareness of sports among residents in recent years and a gradual increase in spending on sports, has boosted the motivation of Guangzhou residents to participate in sports. Managers believe that the economic boom has brought more resources, enabling table tennis clubs to provide more professional services and comfortable facility environments. This enables clubs to increase their fees, while also encouraging greater attention and support from the government and society for the growth of amateur mass sports. Consumers do not feel financial pressure to pay the charges they face and are willing to spend money to receive better services, while clubs are able to improve the quality of their services and facilities through increased revenues, creating a virtuous cycle. The data and interview results suggest that economic support and social attention in Guangzhou are important safeguards to promote the development of amateur table tennis.

Table tennis is known as the national sport in China and has a broad public base. Although consumers who participate in amateur table tennis are amateur table tennis enthusiasts are consumers, they are also eager to participate in competitions to show their level of performance. Guangzhou's robust amateur table tennis Competition organization offers a stage for amateur table tennis enthusiasts to demonstrate their abilities. These enthusiasts engage in the training programs of amateur table tennis clubs to demonstrate their proficiency in competitions, ultimately transforming them into customers. According to the data from the questionnaire, most of the consumers join amateur table tennis clubs to be able to participate in amateur table tennis competitions in Guangzhou and achieve. During the interviews, managers noted that Guangzhou boasts a multitude of amateur table tennis competitions, including several traditional competitions with a long history, professional competition organization, and a high level of athletes. These competitions demand a high level of coaching and high-quality training to achieve good results. Consequently, the training standards of amateur table tennis clubs in Guangzhou must meet these higher requirements in

Guangzhou. Organizing club students to participate in tournaments and achieve good results naturally expands the club's reputation and influence, creating a brand effect that fosters club development. Clubs can host amateur table tennis competitions, drive consumption of related sporting goods, venue rental, and training courses, as well as generate economic benefits through tickets, sponsorships, and media broadcasts. Competition activities attract spectators and sponsors, increasing the club's income.

The Internet is an important tool for business development at the moment, but amateur table tennis clubs in Guangzhou are relatively traditional in this respect. However, both the questionnaire survey and interviews concurred that the Internet plays a crucial role in modernizing the club. The club managers stated that they would like to try to introduce Internet technology into club management and development, which could simplify the operation process, reduce labor costs, and improve working efficiency. However, most clubs have been unable to implement this due to a lack of relevant professionals and the significant time and financial investment required. Consumers believe that the Internet makes it convenient for them to participate in club activities, including online course booking, real-time access to training and competition data, and other convenient measures that will encourage more consumers to participate.

Most of the amateur table tennis clubs in Guangzhou are small in scale and have fewer club staff, which determines that most of the organizational structures of amateur table tennis clubs in Guangzhou are level 2 structures, while a small number of clubs use level 3 structures. The questionnaire data showed that consumers rated the clubs' executive power higher due to the fact that flat management and simple two- and three-tier structures reduce the number of management levels, which makes the information transfer faster and more transparent and improves the efficiency of decision-making. Managers believe that this organizational structure allows them to respond faster to market changes and consumer demands, as well as adjust the club's operational strategies in a timely manner. Flat management reduces hierarchical barriers and promotes direct communication and collaboration among employees. Smoother communication between coaches, managers, and consumers helps solve problems and optimize services in a timely manner, improving the overall operational efficiency of the club. Club coaches say that the flat management structure encourages innovation and flexibility, and administrators are freer to put forward new ideas and suggestions to drive club development and improvement. Fewer management levels allow new policies and measures to be implemented and adjusted more quickly, enhancing the competitiveness of the club.

4.2.3 Establishing a new model to be applied to the operation model of amateur table tennis clubs in Guangzhou through qualitative and quantitative analyses

In order to establish a new GROW-SWOT model for the operation of amateur table tennis clubs in Guangzhou, a comprehensive analysis of the quantitative and qualitative aspects of these clubs was conducted. The quantitative analysis was based on questionnaire survey data on consumers of amateur table tennis clubs in Guangzhou to rank the strengths and weaknesses of the clubs. The analysis combined the internal capability factors of the clubs with the Goal, Reality, Option and will factors from the GROW Model, the Management, Money, Man and Martial factors from the 4M Management Theory and Strategy, Structure, Systems, Style, Skill, Staff, Shared Values from the McKinsey 7S Model. In addition, the club's external environmental factors were analyzed for opportunities and threats in conjunction with the factors in the GROW model and 4M management theory. Qualitative analyses included interviews with managers, coaches and consumers of amateur table tennis clubs in Guangzhou, taking into account factors from the GROW Model, 4M Management Theory and McKinsey 7s model.

According to the summary results of Table 11 and Table 12 and the analysis of the interview content, six major categories of factors were regrouped. For all the selected important factors, similar factors were subdivided into six sections according to the content of each factor, Man, Policy, Management, Economy, Competition, and Internet, as shown in Table 18.



Table 18 Results of regrouping factors

| Factors | No | Topic | \bar{X} | Rank |
|-------------|----|--|-----------|------|
| Man | 8 | The current development Goal of the club is in line with my needs. | 4.53 | 1 |
| | 19 | You or your child chose to join the amateur table tennis club because of the love of table tennis. | 4.48 | 2 |
| | 22 | Your family is very supportive of my participation in amateur table tennis club activities. | 3.92 | 3 |
| Policy | 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | 4.51 | 1 |
| Management | 40 | The execution of the club can ensure the successful completion of the plan. | 4.46 | 1 |
| | 38 | You can easily make comments to the club and get an effective response. | 3.90 | 2 |
| Economy | 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | 4.58 | 1 |
| | 7 | The club 's fees are reasonable. | 3.68 | 2 |
| | 25 | The consumption expenditure in the current club will not make you feel financial pressure. | 3.56 | 3 |
| Competition | 35 | Current amateur table tennis competitions have a positive impact on the development of amateur table tennis clubs in Guangzhou | 4.31 | 1 |
| | 13 | The club currently organizes competitions that are perfect for your needs. | 4.01 | 2 |
| Internet | 28 | The Internet and big data have promoted the development of clubs. | 4.11 | 1 |

Man In this category, the researcher chose the factor The current development Goals of the club are in line with your personal needs, which was ranked in the 2nd place of the mean score of all factors in the data analysis of the questionnaire (\bar{X} = 4.53, S.D. = 0.56), and through the analysis of the content of the interviews, both managers and coaches believe that the services provided by the club must meet the needs of consumers in order to attract them to join the club and spend their money. Coaches concur that clubs must cater to consumer needs to entice them to join and spend money. It can not only cater to a specific category of consumers, but it can also satisfy a variety of consumer groups. When choosing to join a club, consumers indicated that a club's ability to meet their needs is a very important factor. For example, if consumers like to participate in competitions, they would definitely choose a club that offers them the opportunity to compete.

In this category, the other two factors did not rank highly in the questionnaire scores. During the interviews, the consumers expressed that the quality of training was not a significant factor. Instead, they highlighted the importance of the coaches' attitude towards them. They also indicated that the majority of their needs still revolved around exercise, regardless of any improvement in their table tennis skills. Secondly, in terms of family support, the families of teenage consumers are very supportive, as this group of people need their parents' consumption and companionship to participate in table tennis. Consumer family members over 60 years old are less supportive of their participation in table tennis. Although table tennis is a non-confrontational and not very intense sport, family members are still worried about the physical capacity of older consumers, especially those over 60 years old who have a weak foundation in sports. The influence of high-Caliber stars is a phase that coincides with the ability of Chinese athletes to achieve good results in the World Championships. Club managers and coaches stated that whenever a Chinese table tennis player in the Olympics achieved a gold medal, there would be a large number of new customers enquiring about and eventually joining the club in the next week or so. However, after a week, this factor would disappear, indicating that it was only a temporary external stimulus.

Policies In this category, the researcher chose the factor The development of clubs has made full use of the favorable policies for the development of amateur table tennis in China. Firstly, in the analysis of the questionnaire data, this factor was ranked 3rd in the mean score of all factors ($\bar{X} = 4.51$, S.D. = 0.67). In the analysis of the interview content, managers and coaches indicated that clubs are critical to club development in terms of utilizing relevant policies. First and foremost, club managers must fully interpret and understand the significance of the relevant policies and anticipate the changes brought about by their promulgation and implementation in advance. For instance, upon the inclusion of table tennis in the Guangzhou Sports Examination in 2024, numerous clubs promptly initiated specialized training for the examination. Coaches learn the relevant rules and the key points and difficulties of the examination items, and the clubs purchased relevant training equipment, such as fully automatic serving machines of the same model as the examination. These measures have attracted a large number of new customers and broadened the club's revenue channels.

Another factor is the support provided by the policy document. The analysis of the questionnaire data revealed a low mean score for the first pair, a finding confirmed by the club managers and consumers interviewed. The policy is well intentioned, but it is difficult to put it into practice due to the fact that China is a large country with a large population, the number of table tennis enthusiasts and the number of clubs has increased, and the policies issued by the relevant authorities may not be applicable to every club. Parents and consumers of young people under 12 years of age believe that

the government's Double Reduction Policy to reduce the pressure of study and homework has not been effective and that young people have not been given more time to play sports after school.

Management: In this category, the researchers chose the factor of club execution. Firstly, in the analysis of the questionnaire data, this factor was ranked 5th in the ranking of the mean score of all factors ($\bar{X} = 4.46$, S.D. = 0.69). Based on the analysis of the interview content, the managers hold the belief that the efficient operation of the club hinges on the flat management style they have adopted. The majority of Guangzhou amateur table tennis clubs, despite their small size, have implemented secondary or tertiary management organizational structures. These structures facilitate faster and more transparent information transfer, enhance decision-making efficiency, and foster direct communication and collaboration among staff. Other factors in the management category rank relatively high because the club's organizational structure aligns with its current scale.

Economy In this category, the researcher chose the factor Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. Initially, the questionnaire data analysis ranked this factor first with a mean score ($\bar{X} = 4.58$, S.D. = 0.62). In the analysis of the interview content, managers, coaches, and consumers all mentioned the importance of the economic level. The increase in economic level significantly boosted the development of amateur table tennis clubs in Guangzhou, and managers were able to better plan and allocate economic resources to optimize the club's organizational structure and financial management. As a result, coaches received higher salaries and more training opportunities, while teaching resources were more abundant. Consumers, on the other hand, feel the improvement in service quality and are willing to pay higher fees to enjoy better facilities and services, all of which indicate that the improvement in economic level plays a key supporting role for club development. The reason for the relatively high ranking of other factors in the economic category is due to Guangzhou City's developed economic level, which plays a crucial role in promoting and guaranteeing the city's development.

Competition In this category, the researcher chose the factor Guangzhou amateur table tennis Competition organization is an important factor in attracting you to participate in amateur table tennis. Firstly, during the questionnaire data analysis, this factor received a relatively high mean score ($\bar{X} = 4.31$, S.D. = 0.90) compared to other factors. In the content analysis of the interviews, the improvement of the amateur Competition organization in Guangzhou has significantly promoted the development of amateur table tennis clubs in Guangzhou. Managers believed that competitions increased their club's exposure and attractiveness, coaches pointed out that competitions provided students with practical opportunities and training motivation, and consumers felt that the rich competition activities enhanced their

sense of participation and satisfaction. All of these suggest that a well-established amateur Competition organization plays a key role in increasing club visibility, fostering the growth of coaches and trainees, and enhancing consumer loyalty and satisfaction.

Another important factor to consider is the club's independent competitions. Consumers perceive this factor, despite its relatively high mean score ranking, as exclusive to lower-level consumers and uninteresting to those with a certain level of club competition experience. The independent competitions of clubs lack a professional and well-organized structure due to the limited staff and venues available, and the diverse range of consumers participating in these competitions makes it challenging to ensure their quality.

Internet Although the factor Internet and big data can promote the development of clubs has a relatively low mean ranking in the analysis of the questionnaire data ($\bar{X} = 4.11$, S.D. = 0.78), the analysis of the interview content shows that although Guangzhou amateur table tennis clubs have not done enough in terms of Internet and new media, the managers, managers, managers, and managers are still not very interested in the development of the clubs. Despite their lack of action, managers, coaches, and consumers unanimously acknowledge the importance of this development. Managers believe that the Internet and new media can significantly enhance clubs' publicity and brand influence, coaches believe that these platforms can provide abundant teaching resources and communication opportunities to improve teaching quality, and consumers believe that the Internet and new media can provide convenient access to information and online interactions, which can enhance their sense of participation and belonging. All these indicate that the Internet and new media play an important role in promoting club development, and there is an urgent need to strengthen their input and application.

Based on the data obtained from the above survey, combined with the literature and discussions related to the operation of table tennis clubs, the researcher has developed a new model for the operation of amateur table tennis clubs in Guangzhou, namely the CPECDS Model. The model will be applied to the operation of amateur table tennis clubs in Guangzhou.

1. C - Consumer needs,
2. P - Policy utilization,
3. E - Economic environment,
4. C - Competition organization,
5. D - Digital technology,
6. S - Structure of Organization.

Through the research, the researchers explained the concepts used in developing the new CPECDS Model. Concepts used in the new CPECDS Model. Through a questionnaire survey of amateur table tennis clubs in Guangzhou, interviews with relevant stakeholders, and research of relevant literature, the researcher explained the concepts used in the new CPECDS Model, analyzed and discussed the new model. The new model is analyzed and discussed below.

C - Consumer needs Consumer needs can be defined as the individualized Goals and specific needs that consumers of amateur table tennis clubs in Guangzhou seek to satisfy when participating in club activities. The specific needs of consumers vary according to their age and occupation. To illustrate, the needs of retired individuals aged 60 and above are to maintain health and enhance physical fitness, while also forging new connections and expanding their social circle through participation in table tennis training and competitions. These can be regarded as health-related and social needs. The needs of students under the age of 12 are also worthy of mention. The majority of consumers in this category participate in table tennis clubs with the objective of passing the physical education secondary school examination in Guangzhou. This can be regarded as a test-taking need. The club modifies the training plan and content in accordance with the requirements of its diverse consumer base. It offers a comprehensive range of activities and personal training courses, tailored to meet the specific needs of consumers, with the objective of enhancing their satisfaction, loyalty and sense of identity with the club. Additionally, it seeks to attract new customers, while maintaining the stability of its existing membership base. The comprehension and fulfilment of consumers' individual needs represent not only the core objective of the Guangzhou Amateur Table Tennis Club's operational activities, but also a significant driving force for the club's long-term development. By focusing on and meeting these needs, clubs are able to enhance their competitiveness, reputation and operational effectiveness.

P - Policy utilization: Policy utilization can be defined as the comprehension, utilize and implementation of government policies, regulations and support measures in the operation and development of amateur table tennis clubs in Guangzhou. This is done with the objective of achieving the club's business Goals and long-term development. It is incumbent upon the club manager to engage in regular study of government policies, to obtain the latest information and to gain a correct understanding of the content of the policies, as well as to accurately predict the direction of industry development brought about by the policies. In light of the aforementioned policy adjustments, it is imperative to modify the club's operational approach, enhance the caliber of service, and pursue new business opportunities. The judicious and ingenious utilization of policies to secure collaboration and assistance from other enterprises, educational institutions and government departments. By comprehensively grasping and effectively leveraging government support policies,

Guangzhou Amateur Table Tennis Club will be well-positioned to secure greater resources and opportunities, enhance operational efficiency and service quality, reinforce its market competitiveness, and attain long-term, sustainable growth.

E - Economic environment: The term 'Economic level' is used to describe the economic environment in which amateur table tennis clubs in Guangzhou City are situated, the financial strength of the clubs themselves, and the economic level of consumers. The combined effect of these three aspects determines the operational and developmental potential of amateur table tennis clubs in Guangzhou. The economic situation encompasses the overall economic context of Guangzhou, the evolution of the sports industry, the allocation of social capital and other macroeconomic variables. The economic strength of the club is determined by a range of micro economic factors, including the club's income sources, financial status and capital reserves. The economic level of consumers is determined by three key factors, income level, ability to pay, and willingness to consume. The economic level is a significant determinant of the growth and advancement of amateur table tennis clubs in Guangzhou. A favorable economic environment provides policy support and market demand, while the club's own economic strength ensures facility improvement, talent attraction and operational stability. Furthermore, understanding and adapting to the economic level of consumers enables the club to design multi-level services, enhance member satisfaction and expand the membership base. The integration of these three economic factors in a virtuous circle enables clubs to achieve sustainable and healthy development.

C - Competition organization: For amateur table tennis clubs in Guangzhou, the competition organization refers to a structure composed of a series of organized and regulated matches and activities, aimed at providing a platform for competitive and communicative opportunities for club members and other participants, including amateur events in Guangzhou and internal club competitions. Participating in and hosting city-level amateur events can enhance the club's visibility, attract more consumers, and gain support from the government and businesses, internal competitions, through enhancing consumer interaction and training enthusiasm, can improve the club's cohesion and competitive atmosphere, while also accumulating event organization experience, optimizing management, and service quality. From the consumer's perspective, diverse competition activities not only provide a platform for showcasing and improving skills but also meet their social, entertainment, and achievement needs, increasing their sense of identification and satisfaction with the club. By fully utilizing these two aspects of the competition organization, clubs can enhance members' competitive levels, obtain more resource support, and maintain the club's vitality and competitiveness.

D - Digital technology: The digital technology refers to the Guangzhou Amateur Table Tennis Club utilizing various digital platforms and tools for promoting, managing the club, organizing activities, interacting with consumers, and providing online training. Through digital technology, the club can extensively promote its brand and activities, enhance visibility and attractiveness, optimize membership management and services using online systems, improve work efficiency and member satisfaction, enhance interaction and engagement through social media and online platforms, provide diverse training and learning resources, enhance consumer freshness, improve operational efficiency and management level using data analysis and online payment tools, organize and disseminate events through live streaming and online competition organizations, enhancing event coverage and influence. By fully utilizing digital technology platforms and tools, it supports the continuous development and improvement of the club in the future.

S - Structure of Organization: Structure of Organization is the setting up of various functional departments and positions within the amateur table tennis clubs in Guangzhou. Organizational structure ensures that the club's operational activities are carried out in an orderly manner and improves the overall efficiency and effectiveness by clarifying the division of responsibilities, coordination mechanisms and reporting relationships. It is common for amateur table tennis clubs in Guangzhou to adopt a two- or three-tier structure, which not only improves operational efficiency and management, optimizes resource allocation, and improves service quality, but also promotes innovative development and team cohesion, thus realizing the club's healthy and sustainable development. Through a clear division of responsibilities and clear reporting relationships, all departments can coordinate effectively to ensure smooth information flow and collaboration, professional functional departments provide high-quality services, and administrative support departments ensure smooth daily operations, while rationally allocating and utilizing resources, the club can continuously promote innovation and enhancement in the areas of activity planning, consumer services and competition organization.

In the operation of amateur table tennis clubs in Guangzhou, three factors - consumer needs, policy utilization and economic environment - complement each other in determining the direction of development and operational efficiency of clubs. By understanding and meeting the individual needs of consumers of different ages and occupations, clubs can increase consumer satisfaction and loyalty, attract new consumers while maintaining the stability of existing customers. By making rational use of policies, clubs can obtain cooperation and support with enterprises and schools, and improve resource acquisition and operational efficiency. Economic environment includes the economic environment of Guangzhou city, the club's own economic strength and the economic level of consumers, which together affect the club's operation and development potential.

In addition, the competition organization, the digital technology and the organization structure also play a vital role in the operation of the club. Through a wealth of municipal and in-club competitions, clubs are able to not only increase their visibility, but also satisfy the social, recreational and achievement needs of consumers. Digital technology supports clubs in many ways, such as extensive publicity, membership management and online training, increasing visibility and member satisfaction. Clear division of responsibilities, coordination mechanisms, and reporting lines ensure that all operational activities are carried out in an orderly manner, enhancing overall efficiency and effectiveness. Taking these factors together, the club is able to enhance its competitiveness, reputation, and operational efficiency and achieve healthy and sustainable development.

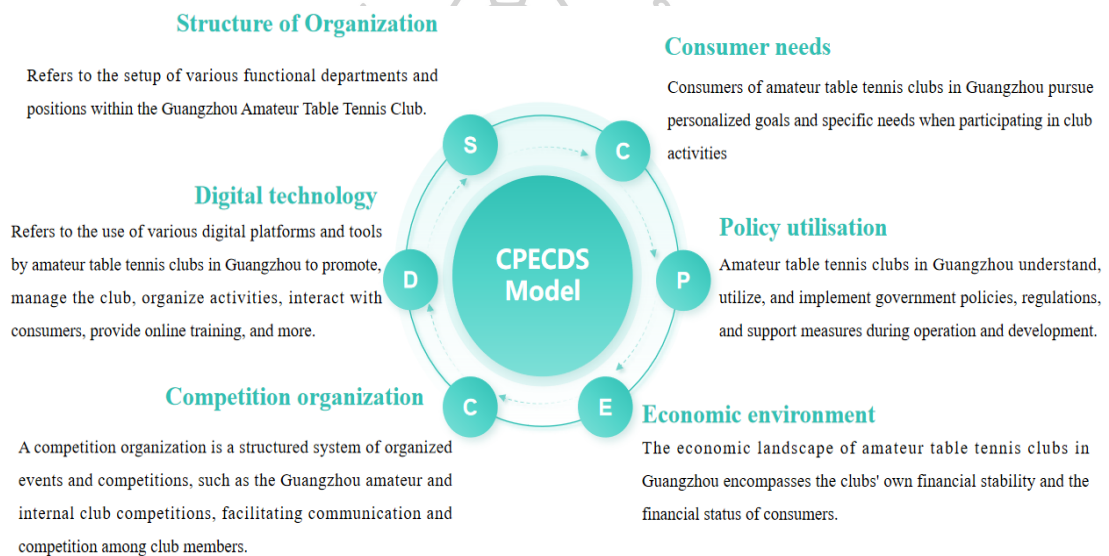


Figure 6 CPECDS Model

4.2.4 The results of the development of the GROW-SWOT Model

4.2.4.1 Development of the GROW-SWOT Model in the operation mode of Amateur table tennis clubs in Guangzhou.

This research investigates the current situation of the operation of amateur table tennis clubs in Guangzhou City by using the elements of Goal, Reality, Option, and Will in GROW Model, the elements of Management, Money, Man, and Material in 4M Management Theory, and the factors of Shared Values, Structure, Strategies, Skills, Staffs, Styles, and Systems in McKinsey 7s Model. Using SWOT Analysis to quantitatively analyze and rank the factors related to the GROW model and 4M management theory, 17 factors with high relative mean scores of internal strengths and external opportunities were collated and screened out. On this basis, through textual analysis of interviews with managers, coaches, and consumers of amateur

table tennis clubs in Guangzhou, similar factors were summarized, irrelevant factors were eliminated, and the CPECDS Model was established with detailed conceptual definitions and explanations of the six factors involved.

- C - Consumer needs,
- P - Policy utilization,
- E - Economic environment,
- C - Competition organization,
- D - Digital technology,
- S - Structure of Organization.

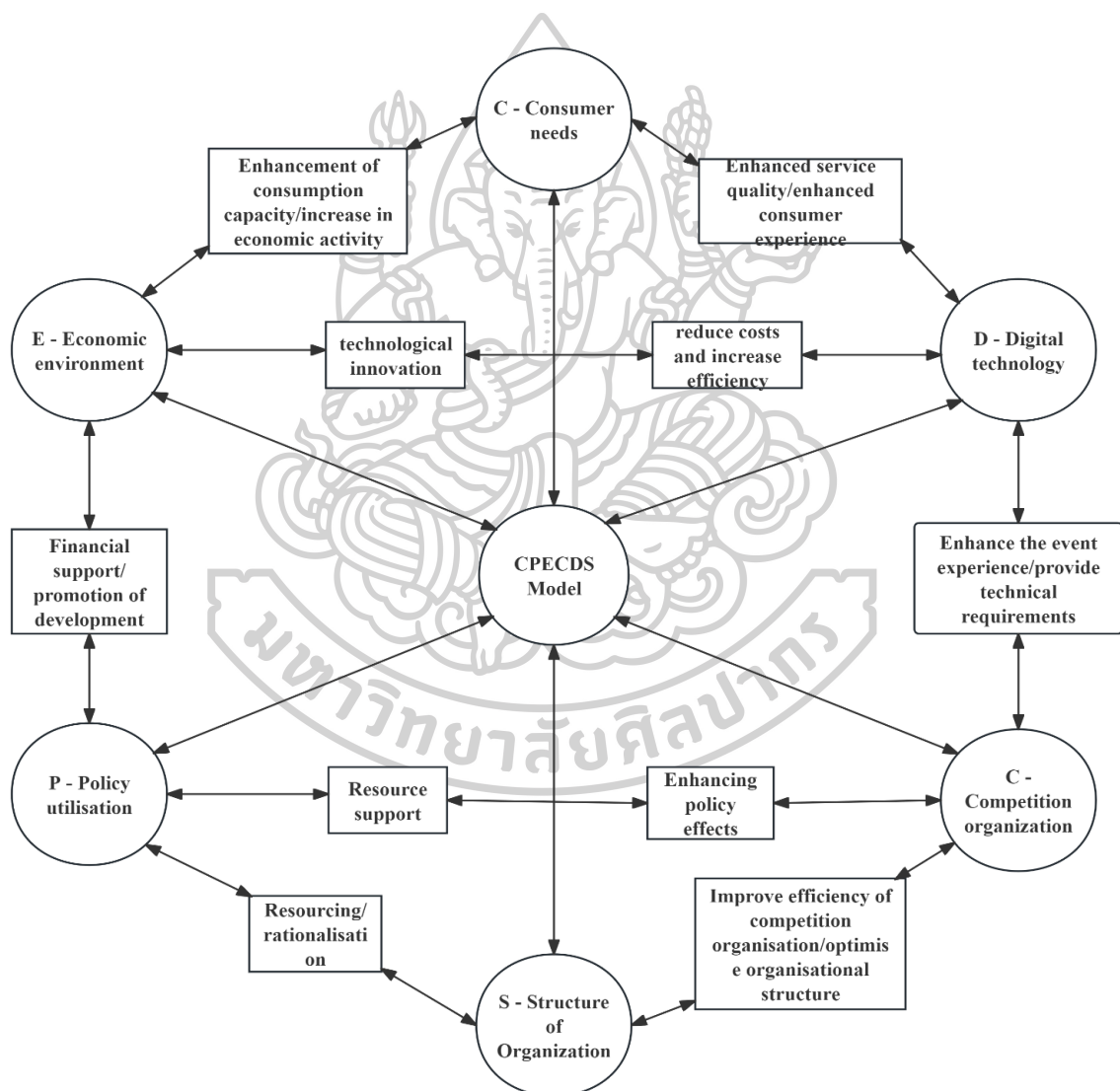


Figure 7 CPECDS Model

In the operation of amateur table tennis clubs in Guangzhou, six factors, Consumer needs, Policy utilization, Economic environment, Competition organization, Digital technology, and Structure of the organization - interact with each other to determine the direction of the clubs' development and operational efficiency. Consumer demand drives clubs to adjust their services according to policies, while the effectiveness of policy utilization, in turn, enhances clubs' ability to meet consumer demand. Consumers' economic level affects their ability to pay and willingness to spend, while clubs adapt to consumers' economic status through multi-level services to increase satisfaction and loyalty. In addition, consumer demand for competition activities drives clubs to continuously optimize their competition organization, and the abundance of competition activities enhances consumers' sense of social interaction and achievement.

There is also a bidirectional relationship between Policy utilization and Economic environment. Clubs' utilization of policies enhances clubs' economic strength and access to resources, while clubs' economic status also determines the extent and effectiveness of their utilization of policies. Policy support helps clubs to participate in and organize high-quality competition, and the improvement of the competition organization can, in turn, strive for more policy support. The use of digital technology supports club promotion, membership management, and online training, while policy utilization helps clubs develop digital technology and improve service quality. The optimization of organizational structure can be achieved through policy support, while a good management mechanism improves the efficiency and effectiveness of policy utilization.

The interplay among the Competition organization, digital technology, and organizational structure is robust. Digital technology aids in competition promotion and management, while diverse competition activities boost the club's online presence and impact. Well-defined roles and organizational coordination ensure competition quality and organizational enhancement, fostering teamwork and optimization. Internet technology optimizes the organizational structure, enhancing management efficiency, with effective mechanisms enabling clubs to maximize digital technology benefits. These factors synergistically contribute to the sustainable growth of amateur table tennis clubs in Guangzhou, bolstering market competitiveness and operational efficiency.

4.3 Results of the feasibility evaluation of the implementation of the CPECDS Model in amateur table tennis clubs in Guangzhou through connoisseurship and relevant stakeholder interviews.

4.3.1 Evaluation results of the CPECDS model through connoisseurship

Nine experts were invited to evaluate the application of the new GROW-SWOT model in the development of amateur table tennis clubs in Guangzhou, including three experts in sports related disciplines, two experts in the field of table tennis research, one deputy director of the Table Tennis Project Management Centre of the Guangdong Provincial Sports Bureau, one member of the Guangdong Provincial Table Tennis Association, and one senior coach who has been engaged in amateur table tennis training in Guangzhou for many years.

The factors of the CPECDS Model were discussed through connoisseurship, and the feasibility of the CPECDS Model for the operation of amateur table tennis clubs in Guangzhou was conducted and assessed.

The experts agreed that the CPECDS Model has a solid theoretical foundation, combines the GROW Model, the 4M Management Theory and the McKinsey 7S Model, and is applicable to the operation of amateur table tennis clubs in Guangzhou after quantitative and qualitative analysis methods. The model is not only theoretically mature, but also easy to apply in practice, especially suitable for Guangzhou, a city with strong sports atmosphere and good economic foundation. In order to further validate the effectiveness of the model, the expert suggests that clubs can implement it on a pilot basis, collect data to feedback the actual effects of the model, and make adjustments according to Guangzhou's unique market characteristics and policy environment, so as to ensure that the model's local application is more accurate and effective.

Consumer needs were seen as the most central factor. Clubs must have an in-depth understanding of the specific needs of different groups, such as students and adult enthusiasts, and develop targeted marketing strategies through market segmentation. Clubs can attract and maintain member loyalty by providing personalized services, flexible pricing, and diversified activities. At the same time, experts recommend that clubs establish a long-term customer relationship mechanism to continuously track and analyze changes in consumer demand, ensure that services can keep pace with the times, and continually optimize service quality based on consumer feedback.

Policy utilization is an important driver of club development. By rationally utilizing policy resources, such as financial subsidies and tax incentives, clubs can reduce operating costs and promote sustainable development. Clubs should have a deep understanding of the policy content, develop targeted strategies, and strengthen

communication and cooperation with government departments. Some of the new policies introduced by Guangzhou provide opportunities for clubs to develop. Clubs should actively declare government-supported projects and ensure that they meet the policy requirements so as to obtain more support. Through these strategies, clubs can effectively utilize policy resources to enhance management efficiency and market competitiveness.

Economic environment has a significant impact on the operation of clubs, especially in the case of economic fluctuations. Consumer spending power and behavior will directly affect the club's income and costs. Clubs should flexibly adjust service strategies and pricing systems to meet the needs of consumers at different economic levels. Clubs should provide diversified service packages and special discounts for low-income families or student groups to reduce their financial burden. In addition, clubs should establish a financial early warning mechanism to predict economic fluctuations through regular financial analysis and formulate coping strategies in advance, so as to enhance the club's risk-resistant capability in an uncertain economic environment.

Competition organization is essential to enhance the club's branding and consumer satisfaction. Race organization is not only a part of the club's services but also an important means to enhance the club's competitiveness. Clubs enhance members' sense of participation and satisfaction through scientific and reasonable competition arrangements, such as point competitions and monthly competitions. Simultaneously, clubs should innovate the competition format by incorporating virtual reality technology and online competitions to encourage participation from a wider range of consumers. By promoting competitions through multiple channels, clubs can explode the influence, enhance brand awareness, and further consolidate consumer loyalty.

Digital technology plays an important role in improving the operational efficiency and service quality of clubs. Most clubs currently lack sufficient digitalization, and many traditional management methods are inadequate to meet the demands of modern clubs. Clubs should establish a comprehensive digital management system covering membership management, venue booking, financial management, etc. to improve operational efficiency. In addition, by analyzing member behavior through big data, clubs can develop more personalized services and marketing strategies. To further enhance member experience, the club introduces smart devices and high-tech training tools and interacts with members and parents through social media platforms to enhance member engagement and satisfaction.

Structure of organization is the foundation of efficient operation of clubs, which directly affects management efficiency and operation effect. The importance of organizational structure is reflected in clear division of responsibilities, optimized resource allocation, improved decision-making efficiency and enhanced team

cohesion. With the development of the club, the organizational structure should be dynamically adjusted according to the scale, business scope and market demand to ensure efficient collaboration among departments. The club regularly evaluates the organizational structure to ensure that it can adapt to the changing market environment and business needs. In addition, introducing the concept of project management and assigning specific tasks to temporary teams can further enhance organizational flexibility and innovation.

The CPECDS Model is deemed feasible by experts for guiding club operations due to its clear and well-structured content. To enhance practicality, the model's user manual should include more real operation cases with detailed step-by-step descriptions. These cases will allow users to intuitively grasp the application process. Furthermore, incorporating a Frequently Asked Questions (FAQ) section in the manual is recommended to assist users in promptly resolving issues during the application process and maximizing the model's utility.

4.3.2 Assessment of the importance of the CPECDS Model and its factors through stakeholder interviews

15 stakeholders (5 managers, 5 coaches, and 5 consumers) of amateur table tennis clubs in Guangzhou were interviewed to evaluate the importance of the CPECDS model and its six factors.

The CPECDS Model can effectively enhance the operational situation of amateur table tennis clubs in Guangzhou. The model systematically analyzes multiple factors of club operations, including Consumer needs, Policy utilization, Economic environment, Competition organization, Digital technology and Structure of organization, which together can help clubs to maintain and enhance their competitiveness in the competitive marketplace. In particular, the model provides specific responses to common problems in operations, thus helping to improve management efficiency, resource allocation, and service quality.

Consumer needs are the core driving force for the development of amateur table tennis clubs in Guangzhou. Clubs must adjust and optimize their service content and operation strategy to meet consumer needs. By accurately grasping the diversified consumer needs, the club can not only increase its membership participation rate but also enhance its brand value in the market. Therefore, consumer needs should be the primary consideration for operation optimization.

Policy utilization plays a crucial role in the development of amateur table tennis clubs in Guangzhou, especially in terms of access to resources, venue subsidies, and financial support. Clubs can reduce operating costs and obtain more resources and policy support by actively utilizing the government's policy support. At the same time, the effective application of policies can also help clubs to cope with changes in the industry and gain long-term development opportunities.

Economic environment in Guangzhou directly affects the club's development. Economic environment determines consumers' ability to pay and willingness to spend, which in turn affects the club's revenue structure and working capital. A good economic environment not only provides a stable economic foundation for clubs but also promotes the entry of more capital, thus promoting the long-term development of clubs. Therefore, fluctuations in the economic environment have a significant impact on the operating conditions of clubs.

Competition organization is crucial for promoting club operations. These events attract more participants, enhance industry influence, and increase brand awareness. The success of competition operations significantly impacts market recognition and long-term development strategies.

Digital technology offers a wide range of operational advantages for clubs. Through digital platforms for promotion, membership management, and tournament operations, clubs can improve operational efficiency and expand their reach. At the same time, the data analytics capabilities provided by digital technology can help clubs better understand consumer behavior, optimize services, and improve management quality through data-driven decision-making. Therefore, digital technology has become one of the key factors for club development.

Structure of organization is crucial to the stability and long-term development of the club. A reasonable organizational structure not only improves internal management efficiency but also ensures synergy among club departments. In a highly competitive market environment, a flexible and efficient organizational structure enhances a club's ability to meet external challenges and ensures its continued growth in the industry.

Respondents agreed that the CPECDS Model has a significant effect on the operational improvement of amateur table tennis clubs in Guangzhou and that all factors play an important role in the sustainable development of the clubs. Based on the existing CPECDS Model, it is recommended to further incorporate the dimensions of branding and innovative development strategies. Considering the increasingly competitive market environment, branding is crucial for clubs to attract and retain consumers. Meanwhile, the introduction of big data technology to optimize decision-making and improve operational efficiency will help clubs achieve sustainable development.

Chapter 5

Conclusion, Discussion, and Recommendations

This study applies the GROW-SWOT model to the operation mode of table tennis clubs in Guangzhou City and investigates its operation situation using a R&D research methodology. The quantitative research includes a questionnaire survey of consumers of amateur table tennis clubs in Guangzhou. The researcher designed the questionnaire based on the literature review, GROW model, 4M management theory, and McKinsey 7S model and distributed 377 questionnaires to consumers. Statistical data analysis included frequency distribution, percentage, arithmetic mean, and standard deviation. The qualitative analysis included interviews with 15 managers, 10 coaches, and 5 consumers of amateur table tennis clubs in Guangzhou and content analysis of relevant literature to create a new operating model for amateur table tennis clubs in Guangzhou. The new model and its factors were evaluated through connoisseurship to verify its reasonableness and adaptability and determine the final model.

5.1 Conclusion of research results

5.1.1 Current situation of amateur table tennis club operations in Guangzhou

The GROW model, the 4M management theory, and the McKinsey 7S model combine to summarize the operation status of amateur table tennis clubs in Guangzhou based on the data analysis of the questionnaire survey and the analysis of the interview content.

Through the GROW model, clubs are able to define their objectives, assess the diverse needs of consumers, and develop specific service strategies. Although the club was able to meet the basic needs of consumers with zero consumer satisfaction, there is still room for improvement in terms of catering to personalized needs and enhancing service details. The club makes effective use of the resources of the neighboring communities and schools and adjusts its operation strategies according to policy information. The club's amateur table tennis competition activities have increased awareness and consumer participation, but there is still room for optimization in terms of competition promotion and market influence. By capitalizing on Guangzhou's favorable economic conditions, the club is able to select more convenient venues, offer competitive salaries to attract top-tier coaches, and leverage the strong income levels and spending power of consumers. Through interviews, almost everyone agreed that the application of digital technology has helped clubs

optimize operations and improve member satisfaction, but there is still room for improvement in technological innovation and in-depth use of data analysis. The flat organizational structure and clear division of responsibilities and coordination mechanisms have improved overall operational efficiency, but there is still room for improvement in internal communication and collaboration mechanisms.

Analyzed in conjunction with the 4M management theory, consumer needs are met through reasonable manpower and material allocation, and high-quality services and training are provided, but there is a need for improvement in the diversity of training content and methods. The club determines the annual profit target but lacks specific plans and concrete measures to achieve it. The club needs to improve the conditions of its venues and facilities, as well as the quality of its coaching. Consumers are willing to spend money for better training conditions and coaching, thanks to the favorable economic environment in Guangzhou that has raised consumers' income and spending power. Clubs generally use intelligent management systems to manage and operate consumers, but there is room for improvement in the use of social media for promotion, which is considered a very important factor in the survey. The club's current democratized management style is more applicable to the current size and staff structure of amateur table tennis clubs in Guangzhou.

The McKinsey 7S model analysis reveals that the club's system strategy development lacks clarity and reasonableness. This is primarily due to a lack of management knowledge and skills among managers, managers, and coaches, which hinders their ability to provide multi-level table tennis teaching services that meet the needs of different groups. However, there is still room for improvement in the coaches' comprehensive skills. The club has established an effective system and long-term development strategy, fully interpreted and correctly understood the policy orientation, and made countermeasures to correctly use the policy. The club offers competition organizations that enable consumers to participate in amateur competitions in Guangzhou, as well as regular internal competitions tailored to meet the needs of consumers with varying levels of ability enhancement and social needs. Currently, clubs of medium and small sizes can adapt to the club's organizational structure, flat management, and democratic management style. However, there is a need for a reasonable improvement in the coach salary structure to guarantee stable employment for excellent coaches. The application of digital technology has helped clubs improve their management efficiency, consumers can make appointments and check their exercise data through the club's apps, but there is still a need to improve the use of social media for publicity and intelligent training equipment.

5.1.2 The results of develop the CPECDS Model in the operation of amateur table tennis clubs in Guangzhou

To develop the CPECDS Model and apply it to the operation of amateur table tennis clubs in Guangzhou, the researcher conducted a comprehensive quantitative and qualitative analysis. The quantitative analysis integrated the four components of the GROW model - Goal, Reality, Option, and Will, the four elements of the 4M Management Theory - Management, Money, Man, and Material, the McKinsey 7S model of Shared Values, Structure, Strategy, Skills, Staff, Style, System factors. SWOT analysis and ranking of consumer questionnaire data in terms of strengths and weaknesses in terms of internal capabilities and external environment, as well as opportunities and threats. Qualitative analyses were conducted through interviews with club managers, coaches, and consumers to understand the current state of operations. Ultimately, the researcher integrated the survey data and relevant literature to develop a CPECDS Model slated for implementation in amateur table tennis clubs in Guangzhou.

- C - Consumer needs,
- P - Policy utilization,
- E - Economic environment,
- C - Competition organization,
- D - Digital technology,
- S - Structure of Organization.

C - Consumer needs

Consumer needs are defined as the individualized Goals and specific needs that consumers of the Guangzhou Amateur Table Tennis Club seek to satisfy when participating in the club's activities. A variety of factors, such as the consumer's age, occupation, and sports awareness, influence specific consumer needs. One can perceive these as health and socialization needs. There are also external environmental factors, such as the condition of the club's facilities, word of mouth, and location. Clubs improve their services according to the needs of different consumer groups and provide rich and targeted programs to meet the specific needs of consumers with the aim of increasing their satisfaction, loyalty, and identification with the club. Understanding and meeting the individual needs of consumers is not only a core factor in the development of amateur table tennis clubs in Guangzhou but also an important driving force for the long-term development of clubs. By focusing on and satisfying the needs of different consumers, clubs are able to improve their competitiveness, reputation, and operational efficiency.

P - Policy utilization

Policy utilization refers to the understanding, utilization, and implementation of government policies, regulations, and support measures in the operation and development of amateur table tennis clubs in Guangzhou. The Goal is to achieve the

club's business objectives and long-term development. It is the responsibility of club managers to study government policies regularly, to obtain the latest information, to correctly understand the content of the policies, and to accurately predict the direction of industry development brought about by the policies. Clubs should adjust their business ideas according to the policies, improve their services, and make use of the policies to seek cooperation and assistance with other enterprises, educational institutions, and government departments. By fully grasping and effectively utilizing the government's supportive policies, the amateur table tennis clubs in Guangzhou will be able to obtain more resources and opportunities, improve their operational efficiency and service quality, increase their market competitiveness, and achieve long-term, sustainable development.

E - Economic environment

The economic environment refers to the economic environment in which the amateur table tennis clubs in Guangzhou are located, the clubs' economic strength, and the economic level of consumers. The combined effect of these three aspects determines the operation and development potential of amateur table tennis clubs in Guangzhou. The overall economic environment of Guangzhou includes the development of the sports industry, the allocation of social capital, and other macroeconomic variables. A range of microeconomic factors, such as the club's income sources, financial situation, and capital reserves, determine the economic strength of a club. Three key factors determine the economic level of consumers, income level, ability to pay, and willingness to spend. Economic status is an important determinant of the development and progress of amateur table tennis clubs in Guangzhou. A favorable economic environment provides policy support and market demand, while the club's economic strength ensures facility improvement, talent attraction, and operation stability. In addition, by understanding and adapting to the economic level of consumers, clubs are able to design multi-level services, improve member satisfaction, and expand their membership base. The integration of these three economic factors forms a virtuous circle, enabling clubs to achieve sustainable and healthy development.

C - Competition organization

For amateur table tennis clubs in Guangzhou, competition organization refers to a structure consisting of a series of organized and regulated competitions and activities aimed at providing clubs and consumers with a platform for competitions and exchanges, including municipal amateur tournaments and internal club competitions. Participating in and hosting Guangzhou amateur competitions can increase the visibility of clubs, attract more consumers, and gain support from the government and enterprises, internal club competitions can improve the cohesion and competitive atmosphere of clubs by strengthening interaction with consumers and enhancing consumer participation, as well as accumulating experience in competition

organization, optimizing management and improving service quality. From the perspective of consumers, colorful competitions not only provide a platform for them to display and improve their skills, but they also satisfy their needs for social interaction, entertainment, and a sense of achievement, as well as enhance their sense of identity and satisfaction with the club. By making full use of these two aspects of competition organization, clubs can improve the competitive level of their members, gain more resource support, and maintain the vitality and competitiveness of clubs.

D - Digital Technology

Amateur table tennis clubs in Guangzhou use various digital platforms and tools to promote, manage, organize events, interact with customers, and provide online services. Through the use of digital technology, clubs can effectively promote their brands and competition activities, thereby increasing awareness and attractiveness. They can leverage online systems to optimize consumer management and services, thereby enhancing efficiency and member satisfaction. Additionally, they can enhance interaction and participation through social media and online platforms, provide a variety of training and learning resources, and enhance consumer freshness. Finally, they can organize and disseminate competition organization through live streaming and online competition organizations, thereby expanding their coverage and impact. By fully utilizing digital technology platforms and tools, the club can ensure its ongoing development and enhancement in the future.

S - Structure of organization

The structure of the organization refers to the setting up of functional departments and positions with amateur table tennis clubs in Guangzhou. By clearly defining the division of responsibilities, coordination mechanisms, and reporting relationships, the structure ensures the orderly execution of the club's business activities and enhances overall efficiency and effectiveness. Amateur table tennis clubs in Guangzhou generally adopt a two- or three-tier organizational structure, which not only improves the efficiency of operation and management, optimizes the allocation of resources, and enhances the quality of services but also promotes the innovative development and team cohesion of the clubs and realizes the healthy and sustainable development of the clubs. However, the club's structure is dynamic and should adapt to the club's development scale and market demands.

In conclusion, the six factors of consumer needs, policy utilization, economic environment, competition organization, digital technology, and organization structure interact and complement each other to promote club development. The satisfaction of consumer needs depends on the effective use of policies and a favorable economic environment, while the application of digital technology in competition organizations can enhance the visibility and attractiveness of clubs, and the application of digital technology can enhance the management efficiency of clubs. A rational organizational structure ensures the club's operations are efficient and flexible at the same time.

Through the organic combination and synergy of these factors, clubs can not only improve service quality and market competitiveness but also achieve long-term sustainable development. The nine experts from the connoisseurship discussed the above research results and unanimously recognized the CPECDS model's feasibility and the importance of its factors.

5.1.3 Results of the feasibility evaluation of the CPECDS Model through Connoisseurship and stakeholder interviews

5.1.3.1 Results of the Connoisseurship evaluation

Feasibility of the CPECDS Model

The nine experts agreed that the CPECDS model has a solid theoretical foundation, combines the GROW model, the 4M Management Theory, and the McKinsey 7S Model, and is suitable for the operation of amateur table tennis clubs in Guangzhou after quantitative and qualitative analysis methods.

Consumer needs

Experts emphasized that clubs must have an in-depth understanding of different consumer groups and their different consumer needs to avoid conflict and waste of resources and that clubs can classify groups according to their consumers, for example, children, teenagers, adults, the elderly, and so on, according to their age groups. Clubs can categorize individuals based on their occupation, such as students, company employees, retirees, and to tailor courses or services accordingly. According to Expert C, Today's consumers needs are not only to improve their skills and exercise but also to socialize, manage their health, and enjoy leisure and recreation activities to match consumer needs. Expert E suggested, It is important to pay attention to consumer feedback. Clubs regularly use one-on-one communication, questionnaires, etc., to collect consumer feedback, improve services, design environments, etc., to increase consumer satisfaction and loyalty.

Policy utilization

Experts agreed that policy utilization was critical for club development. Through rational use of policy resources, such as financial subsidies and tax incentives, clubs could reduce operating costs and promote sustainable development. According to Expert D, Clubs should gain a deeper understanding of policy content, develop targeted strategies, and strengthen communication and cooperation with government departments. Expert G stated, some of the policies introduced by Guangzhou provide opportunities for clubs to develop. To obtain more support, clubs should actively declare government-supported projects and ensure that they meet the requirements of the policies, for example, clubs that join the Guangzhou National Fitness Platform Qun Ti Tong, A mobile application that combines sports information dissemination, online booking of venues (tickets) and registration of competition activities. Those which meets the criteria can receive corresponding government subsidies. clubs can receive corresponding government subsidies.

Economic environment

Expert B noted that clubs should flexibly adjust their service strategies and pricing systems to accommodate consumer needs at different economic levels. Several other experts pointed out that the economic environment in Guangzhou is relatively good, which means that the costs of venue rental and staff wages have also risen, and clubs should make rational use of resources and save unnecessary expenses. According to Expert F, the current income level and consumption ability of Guangzhou residents are relatively good, and they also have a better sports awareness and sports consumption concept, which is caused by the general economic environment. Clubs do charge higher fees compared to other neighboring cities, and there is more room for upward mobility.

Competition organization

Expert D pointed out by organizing consumers to participate in competitions, clubs not only respond to the national policy of the national fitness movement but also enhance their ability to organize competitions, manage teams, and practice competitions. Additionally, achieving good results can enhance the club's popularity and influence. Consumers can meet their own competitive and social needs by participating in the competition, and achieving good results can enhance their sense of personal honor and recognition of the club. The competition organization not only forms an integral part of the club's services, but it also serves as a crucial tool for boosting the club's competitiveness. Expert F stated, there are numerous amateur table tennis competitions in Guangzhou, clubs must make reasonable choices and arrangements, and they should avoid burdening their customers by competing solely for the sake of competition.

Digital Technology

Expert H suggests that clubs set up a comprehensive digital management system covering consumer management, venue booking, financial management, etc., to improve operational efficiency and save labor costs, as well as to compensate for managers' lack of management skills. By analyzing consumer behavior through big data, clubs can develop more personalized services and marketing strategies.

Structure of organization

Clubs should regularly assess their structure of the organization to ensure that it can adapt to changing market conditions and business needs, says Expert A. Club should regularly review its structure of the organization to ensure its adaptability to changing market conditions and business needs.

Suggestions for the CPECDS Model and Manuals

The experts think the CPECDS model and the user manual because they covered all the important aspects of running amateur table tennis clubs in Guangzhou. These included the internal structure of the organization and the use of digital technology, as well as the external economic environment, consumer needs, policy utilization, and

the competition organization. The experts also talked about the big-picture needs of the sports market and the specific needs of each person. As for the manual of the CPECDS model, the experts agreed that the CPECDS model manual was feasible, clear, and well-structured and could effectively guide clubs in their practical operation. Expert G suggested that In terms of the structure of the organization, clubs should take into account the coaching factor, especially for amateur table tennis clubs that focus on young people's training business.

5.1.3.2 Evaluation results from stakeholder interviews

All respondents believe that the CPECDS Model was feasible, clear, and well-structured and could effectively guide clubs in their practical operation.

Consumer needs

Meeting diverse consumer needs is the core of the club's success. The CPECDS Model emphasizes understanding and meeting the specific needs of different consumer groups, such as teenagers, adults, and seniors. Consumer A believes that by offering programs suitable for different age groups and skill levels, the club can enhance user satisfaction and loyalty. Manager B noted that the user manual also guides the club in adjusting services based on consumer feedback, which helps attract and retain members in a highly competitive market.

Policy utilization

Effectively utilizing policies is crucial for the sustainable development of the club. Manager C and Coach B believe that the CPECDS Model helps clubs identify and utilize relevant government policy support, including sports subsidies, facility resources, and tax incentives. These policies provide essential resources for daily operations and long-term development. The user manual also recommends that clubs actively collaborate with local governments to stay informed about policy changes, ensuring they can adjust their strategies in response.

Economic Environment

The economic conditions in Guangzhou have created favorable opportunities for amateur table tennis clubs. Consumers A and E believe that the CPECDS Model takes into account economic factors such as consumer purchasing power and local economic trends, which influence pricing strategies, resource allocation, and growth plans. Economic conditions also affect the types and levels of services that the club can offer, so analyzing and adapting to economic changes is crucial for sustainable growth.

Competition organization

Organizing high-quality events can enhance the club's visibility and brand image. Almost all respondents agreed that the CPECDS model emphasizes that clubs should regularly organize amateur table tennis competitions to attract more participants and enhance member engagement and loyalty. The competitions provide members with a platform to showcase their skills and create business opportunities, such as venue

rentals, sponsorships, and ticket sales. Well-planned events have solidified the club's position in the local sports market.

Digital technology

Digital technology is crucial for modern club management. Manager D believes that the CPECDS Model emphasizes the use of digital tools (such as smart devices, data analysis, and online management systems) to optimize membership management, event scheduling, and activity booking. Coach C and Consumer E noted that Digital technology not only improves operational efficiency but also enables clubs to offer personalized services, such as plan recommendations tailored to user data. Digital tools can also reduce management costs and enhance the club's competitive advantage.

Structure of Organization

A clear organization structure is crucial for effective operations. All managers and coaches believe that the CPECDS Model emphasizes the importance of clearly defined structures and roles to facilitate smooth communication between departments and improve management efficiency. This structure helps address internal management challenges and ensures the quality of activities and services. A well-organized structure can also boost employee morale and foster efficient teams.

CPECDS models and user manuals to effectively cover key aspects of the operation of Guangzhou Amateur Table Tennis Club. This includes internal organization, digital technology use, external economic factors, consumer preferences, policy alignment, and competition organization. Respondents also emphasized the broad requirements of the sports market and individual needs.

5.2 Discussion

Feasibility of the CPECDS Model

The CPECDS model, based on the GROW model, 4M Management Theory, and McKinsey 7S Model, is well-grounded theoretically and practical for amateur table tennis clubs in Guangzhou. It is particularly suited for the city due to its robust sports culture and economic foundation. Clubs are encouraged to pilot the model, gather data for feedback, and tailor it to Guangzhou's market and policy specifics for optimal local implementation.

C - Consumer needs

The CPECDS model views consumer needs as the primary factor. Individual sports awareness, family influences, major events, and the condition of the club's facilities sum up the experts' discussion on the factors influencing consumer needs. This is in line with Yi, Zhang's argument in 2018 that table tennis clubs need to offer product features that meet the expectations of current and potential members in order to increase the perceived value and benefits of the program to members (Y. Zhang et al., 2018).

P - Policy utilization

Policy utilization was critical for club development. Through rational use of policy resources, such as financial subsidies and tax incentives, clubs could reduce operating costs and promote sustainable development. This aligns with the findings of Li's 2020 research on the chain operation of children's clubs in Huizhou Association, which concluded that having a professional management team and market development capability, along with acting as a link between the government and market, can effectively integrate resources from various parties and facilitate resource sharing among clubs (Li, 2020). Through some strategies, clubs can effectively utilize policy resources to enhance management efficiency and market competitiveness. Ibsen, Bjarne et al., in 2016, stated that in all countries, sports clubs are able to access public sector support either directly or indirectly, but there are variations in the amount and the manner of support. Sports clubs receive financial support from all countries, yet the methods of obtaining this support differ significantly. The most common form of financial support is targeted subsidies (Ibsen et al., 2016).

E - Economic environment

Economic environment had a significant impact on the operation of clubs, especially in the face of economic fluctuations, and those consumers' spending power and behavior would directly affect clubs' revenues and costs. Liu, Yuanxin's study shows that the table tennis fitness industry is growing rapidly, with high public acceptance and participation in table tennis as a major fitness program. 20 clubs cover different demographics, creating a siphon effect. Revenue growth was achieved through taxes and product sales, and resources were invested to enhance service and consumer experience, strengthening member motivation and promoting a virtuous cycle in the industry (Liu, 2024). Clubs offer a variety of service packages, such as membership packages at various levels and family packages, so that different families can make choices based on their circumstances. However, clubs must ensure that their services and quality align with the fee rates before consumers are willing to spend. Shi, Guang's research in 2013 showed that amateur club members have a better financial base, with substantial monthly incomes, and are able to maintain their quality of life while pursuing sports (Shi, 2023).

C - Competition organization

Competition organization is critical to improving the club's brand image and consumer satisfaction. Participating in Guangzhou amateur competitions is an important measure to benefit multiple stakeholders. Zhu Jing observed that Shanghai in 2021, by focusing on the development of mass sports events, has become a globally recognized capital of sports events. These events have not only enhanced the physical fitness of the entire population by expanding their social influence and dissemination, but also have a good mass base. Amateur competitions in Guangzhou are also important initiatives that benefit many parties and help promote mass participation in

sports (Zhu, 2021). Club consumers who are currently not at a high level often participate in tournaments with strong opponents, leading to poor results for both the club and the consumers. According to Rao Yali's research, the majority of participants find motivation in their interest, fitness, and physical enhancement, whereas a minority find motivation in prizes or following their friends and family (Rao, 2017). The internal arrangement of scientific and reasonable tournaments within the club, such as points tournaments and monthly tournaments, enhances consumer participation and satisfaction and also meets consumer needs for competition and socializing. Clubs and consumers can utilize the online tournament platform to participate in the corresponding tournaments and earn points, thereby expanding the club's influence through online live broadcasting. Additionally, the competition points rankings display the consumer results.

D - Digital Technology

Digital technology has an important role to play in improving the operational efficiency and service quality of clubs. At present, most clubs do not make much use of digital technology, and many traditional management methods can no longer meet the needs of modern clubs. Clubs can set up their digital technology, such as WeChat apps for course and venue bookings. It can also join the Qun Ti Tong mentioned earlier, and use the digital technology application to simplify the process and accurately locate consumers based on big data to convert such scattered consumers into long-term regular consumers of the club. To further enhance the consumer experience, the club introduces smart devices and virtual technology, participates in competitions such as electronic games to upgrade and gain points, and interacts with consumers through social media platforms to enhance consumer engagement and satisfaction. This is in line with Qi Yufei's research that the widespread use of digital technology can significantly improve operational efficiency and consumer satisfaction (Qi et al., 2024).

S - Structure of organization

Reasonable organizational structure is the foundation of the club's efficient operation, which directly affects management efficiency and operational effectiveness. The clear division of responsibilities, optimized allocation of resources, improved decision-making efficiency, and enhanced team cohesion reflect the importance of the structure of the organization. As the club grows, it is crucial to dynamically adjust the structure of the organization to align with the scale and scope of business and market demand, fostering efficient collaboration among departments. Clubs in their start-up phase or smaller clubs may opt for a simple structure of organization at this stage, allowing one person to perform multiple roles. Many clubs have owners or managers who also serve as coaches who handle marketing and customer service. However, as the club grows in size, it becomes imperative to enhance the structure of the organization, clearly define job responsibilities, and establish a clear division of labor.

Clubs establish their structure of organization, which needs to align with their unique circumstances. It shouldn't be excessively intricate or simplistic, and it shouldn't be directly applicable to other clubs within the structure of the organization. Therefore, it's ideal for the growth of their clubs within the structure of the organization. Zhang Deshan's 2020 study aligns with this, demonstrating that Guangzhou's operating table tennis clubs typically have a simplified organizational structure, primarily consisting of managers and coaches. The study also suggests that managers should acquire professional management knowledge to enhance the organizational structure and foster departmental collaboration (Zhang, 2020).

5.3 Recommendations

A research recommendation on the implementation of the CPECDS model in the operation of amateur table tennis clubs in Guangzhou.

5.3.1 Recommendations for the implementation of research results

5.3.1.1 The club tailors its operational plan to the consumer needs of different types, ages, and professions, developing specialized programs to enhance member engagement and satisfaction. For consumers of all levels, the club offers both recreational and competitive training options. Age-level differentiated programs provide skill development for youth, balance training and social interaction for adults, and low-intensity training to support wellness for seniors. Additionally, the club takes into account professional needs by offering flexible scheduling for students, stress-relieving programs for professionals, and daytime activities for retirees. Operating in this way ensures that all members find value in the club for themselves, which promotes long-term participation and loyalty.

5.3.1.2 When implementing the CPECDS Model, it is recommended to start with a trial run, ensure that managers and coaches have a comprehensive understanding of the CPECDS Model through training, and continuously assess the effects during the trial run. Clubs should use the feedback to make necessary adjustments, strengthen communication and cooperation, and should use data to drive decision-making and continuously optimize operational strategies to ensure the successful implementation of the model.

5.3.2 Recommendations for further research

5.3.2.1 When researching amateur table tennis clubs in other cities, it is critical to adapt to local conditions. For example, in cities with large young populations, theories focusing on youth engagement and development can be incorporated to make club programs more attractive and increase retention of younger members. Socioeconomic factor theories can assist clubs in developing flexible pricing strategies and inclusive membership programs that cater to a wider range of consumer needs in areas with diverse economies. Additionally, in cities with a focus on community building, employing theories of social capital and community building can help clubs foster

connections among members, enhance member loyalty, and support long-term growth. By purposefully integrating these theories, clubs can tailor their operations to local needs and dynamics to achieve sustainable growth that aligns with community values and needs.

5.3.2.2 The next step of the CPECDS Model research should focus on the competence and quality of club managers. The manager's management ability and management knowledge directly determine the effect of implementing the model. Improving the quality of managers in these areas will help to better promote the application of the CPECDS Model in practice and ensure that clubs develop and progress in a coordinated manner on all key factors.



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Appendix A

CPECDS Model User Manual

Contents

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

1. Introduction

Based on the theories of the GROW model, the 4M management theory, and the McKinsey 7S model, researchers developed the CPECDS model, a new model, using quantitative research (SWOT analysis) and qualitative research (content analysis). The CPECDS model consists of six key factors. The model comprises six key factors, C-Consumer needs, P-Policy utilization, E-Economic environment, C-Competition organization, D-Digital technology, and S-Structure of Organization.

2. Overview of the CPECDS Model

C - Consumer needs: Consumer needs can be defined as the individualized Goals and specific needs that consumers of amateur table tennis clubs in Guangzhou seek to satisfy when participating in club activities.

P - Policy utilization: Policy utilization can be defined as the comprehension, utilization, and implementation of government policies, regulations, and support measures in the operation and development of amateur table tennis clubs in Guangzhou.

E - Economic environment: The term 'Economic level' is used to describe the economic environment in which amateur table tennis clubs in Guangzhou City are situated, the financial strength of the clubs themselves, and the economic level of consumers.

C - Competition organization: For amateur table tennis clubs in Guangzhou, the competition organization refers to a structure composed of a series of organized and regulated matches and activities aimed at providing a platform for competitive and communicative opportunities for club members and other participants, including amateur competitions in Guangzhou and internal club competitions.

D - Digital technology: Digital technology refers to the Guangzhou Amateur Table Tennis Club utilizing various digital platforms and tools for promoting and managing the club, organizing activities, interacting with consumers, and providing online training.

S - Structure of Organization: Structure of Organization is the setting up of various functional departments and positions within the amateur table tennis clubs in Guangzhou.

3. Application steps of the CPECDS Model

Application Steps of the CPECDS Model Using the GROW Model:

Step 1, Goal - Assessing the Objectives for CPECDS Model Factors

C - Consumer needs:

1. Identify key objectives for consumer needs, such as improving customer satisfaction or increasing membership.
2. Understand the prioritization of consumer needs to ensure effective resource allocation.

P - Policy utilization:

1. Identify the support and resources that can be generated from existing policies and set specific targets for policy utilization.
2. Identify key areas for policy application, financial support, use of space, etc.

E - Economic environment:

1. Analyze the current economic environment and identify opportunities and challenges for the club's development.
2. Set specific Goals for adapting to changes in the economic environment, such as increasing revenue streams or reducing operating costs.

C - Competition organization:

1. Identify specific improvement objectives for the competition organization, such as increasing the number of events or improving the quality of events.
2. Set priorities for the organization of competitions and ensure that resources and time are allocated appropriately.

D - Digital technology:

1. Identify specific objectives for digital technology adoption, such as upgrading the level of technology adoption or introducing new technologies.
2. Setting priority areas for digital technology development, such as membership management systems or online training platforms.

S - Structure of Organization:

1. Analyze the strengths and weaknesses of the existing organizational structure and set optimization Goals.
2. Identify key areas for organizational restructuring, such as departmental set-up or division of responsibilities.

Step 2, Reality - Assessing the Current Situation

C - Consumer needs:

1. Analyze current consumer needs and expectations.
2. Understand consumer satisfaction with club services and suggestions for improvement.
3. Investigate the differences in the needs of different consumer groups.

P - Policy utilization:

1. Assess how well-existing policies support club development.
2. Understand clubs' experiences and challenges in policy utilization.
3. Investigate the actual effects and problems of policy utilization.

E - Economic environment:

1. Analyze the club's current financial position and sources of income.
2. Examine the impact of the external economic environment on the club's operations.
3. Investigate opportunities and threats in the economic environment.

C - Competition organization:

1. Evaluate the quality and effectiveness of the current competition organization.
2. To find out the satisfaction of competition participants and suggestions for improvement.
3. Investigate the resourcing and management of the competition organization.

D - Digital technology:

1. Assess the application and effectiveness of existing digital technologies.
2. Understand the strengths and weaknesses of the club in the application of digital technology.
3. Investigate potential applications of digital technology in club management and services.

S - Structure of Organization:

1. Analyze the strengths, weaknesses, and efficiencies of the existing organizational structure.
2. Understand the communication and coordination within the organization
3. Investigate the impact of the organizational structure on the operation and development of the club

Step 3, Develop an Improvement Plan

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

Step 4, Implementation of the Improvement Plan

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

Step 5, Feedback and adjustment

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

4. Notes

C - Consumer needs: Ensure diversity in survey methodology and data collection, covering different groups of consumers.

P - Policy utilization: Familiar yourself with relevant policies and regulations to ensure legal compliance. Avoid poor understanding of policies and failure to make full use of policy support.

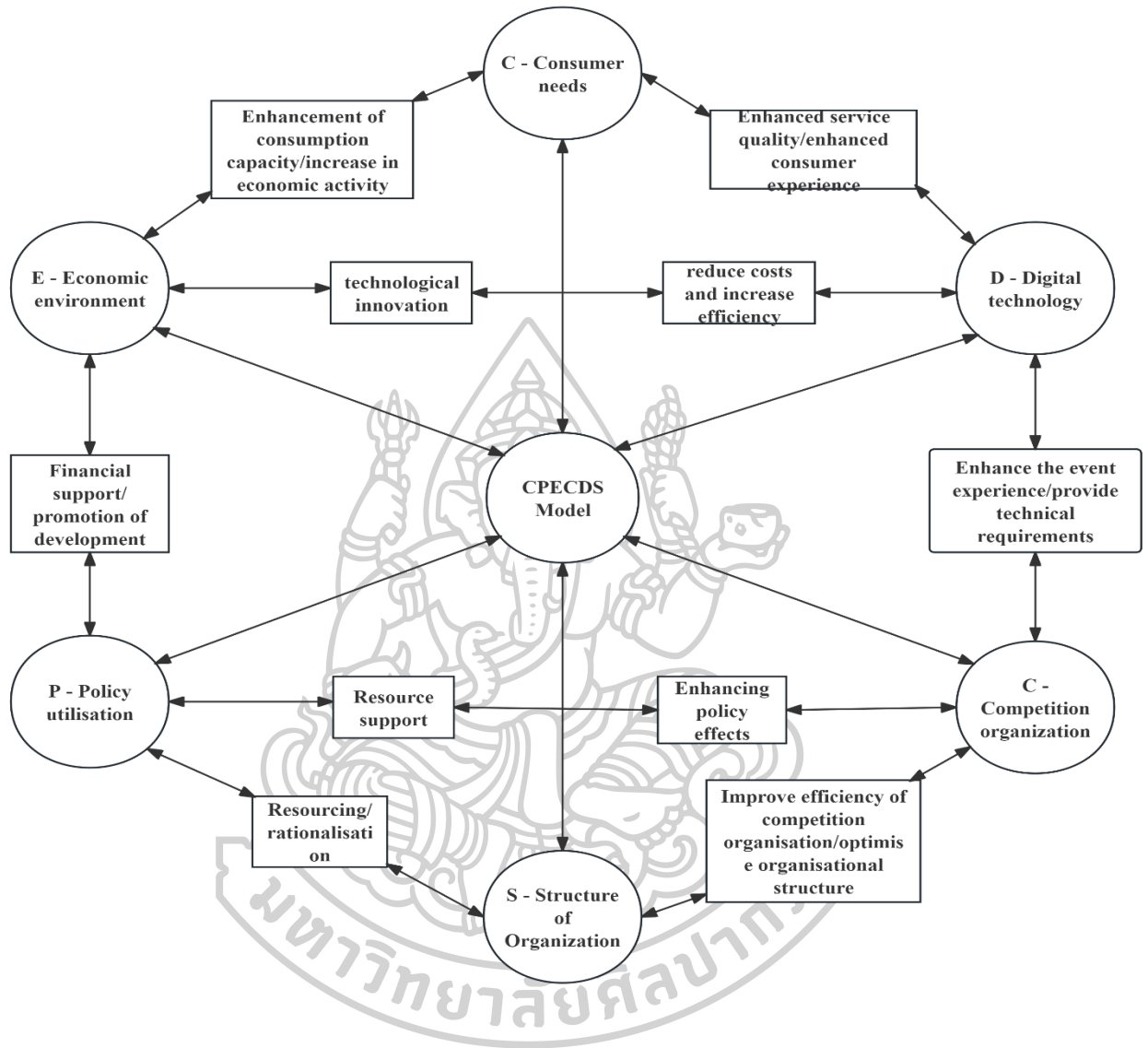
E - Economic environment: Expand revenue sources through multiple channels to reduce financial risk. Pay attention to the supervision of financial outsourcing to avoid financial mismanagement, which may lead to economic crisis.

C - Competition organization: Regular feedback from participants is collected to continuously improve the competition organization. Avoid poorly organized competitions that affect the participant experience.

D - Digital technology: Train staff to improve their ability to apply digital technology. Avoid employees with insufficient technical skills to effectively apply digital technology.

S - Structure of Organization: Regularly assess the organizational structure to ensure that it is adaptable and efficient. Avoid rigid and inflexible organizational structures.

5. Illustrations



Appendix B

Research Tools

Expert IOC Scoring

Questionnaire for Consumers of Amateur Table Tennis Clubs in Guangzhou

| No | Topic | Expert | | | IOC | Suggestion |
|----|--|--------|----|----|-----|------------|
| | | A | B | C | | |
| 4 | I am very aware of the development Goals of the club. | +1 | +1 | +1 | 1 | Agree |
| 5 | The club has done a good job in improving the skill level of consumers. | +1 | +1 | +1 | 1 | Agree |
| 6 | The Goal set by the club is reasonable. | +1 | +1 | +1 | 1 | Agree |
| 7 | The club 's fees are reasonable. | +1 | +1 | +1 | 1 | Agree |
| 8 | The current development Goal of the club is in line with my needs. | +1 | +1 | +1 | 1 | Agree |
| 9 | At present, the club is doing well in venues, facilities and environmental conditions. | +1 | +1 | +1 | 1 | Agree |
| 10 | Guangzhou has a good table tennis atmosphere. | +1 | +1 | +1 | 1 | Agree |
| 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | +1 | +1 | +1 | 1 | Agree |
| 12 | I am satisfied with the training effect of the current club. | +1 | +1 | +1 | 1 | Agree |
| 13 | My club has a lot of independent events, which is of great help to improve my level. | +1 | +1 | +1 | 1 | Agree |
| 14 | At present, the club is doing well in training and competition quality. | +1 | +1 | +1 | 1 | Agree |
| 15 | The timing of the current club activities is reasonable. | +1 | +1 | +1 | 1 | Agree |
| 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | +1 | +1 | +1 | 1 | Agree |
| 17 | There are serious security risks when consumers participate in table tennis training and competitions at clubs. | +1 | +1 | +1 | 1 | Agree |
| 18 | Join the current club because the club has independent events. | +1 | +1 | +1 | 1 | Agree |

Questionnaire for Consumers of Amateur Table Tennis Clubs in Guangzhou
(continue)

| | | | | | | |
|----|--|----|----|----|---|-------|
| 19 | I chose to join the amateur table tennis club because of the love of table tennis. | +1 | +1 | +1 | 1 | Agree |
| 20 | The level of the club 's coaching staff is very high. | +1 | +1 | +1 | 1 | Agree |
| 21 | The pressure from work or study will affect my participation in club activities. | +1 | +1 | +1 | 1 | Agree |
| 22 | My family is very supportive of my participation in amateur table tennis club activities. | +1 | +1 | +1 | 1 | Agree |
| 23 | The pressure from life will affect consumers ' participation in club activities. | +1 | +1 | +1 | 1 | Agree |
| 24 | My expenditure on sports consumption has increased more than before. | +1 | +1 | +1 | 1 | Agree |
| 25 | The consumption expenditure in the current club will make me feel financial pressure. | +1 | +1 | +1 | 1 | Agree |
| 26 | The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs. | +1 | +1 | +1 | 1 | Agree |
| 27 | The economic level of Guangzhou helps to promote the development of amateur table tennis clubs. | +1 | +1 | +1 | 1 | Agree |
| 28 | The era of the Internet and big data has promoted the development of clubs. | +1 | +1 | +1 | 1 | Agree |
| 29 | How satisfied I am with the club ' s plan for me. | +1 | +1 | +1 | 1 | Agree |
| 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | +1 | +1 | +1 | 1 | Agree |
| 31 | The plan made by the club has flexibility or alternative plans. | +1 | +1 | +1 | 1 | Agree |
| 32 | I know other amateur table tennis clubs in Guangzhou very well. | +1 | +1 | +1 | 1 | Agree |
| 33 | I will consider taking part in other sports. | +1 | +1 | +1 | 1 | Agree |
| 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | +1 | +1 | +1 | 1 | Agree |

Questionnaire for Consumers of Amateur Table Tennis Clubs in Guangzhou
(continue)

| | | | | | | |
|----|---|----|----|----|---|-------|
| 35 | Guangzhou amateur table tennis tournament system is an important factor to attract me to participate in amateur table tennis. | +1 | +1 | +1 | 1 | Agree |
| 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | +1 | +1 | +1 | 1 | Agree |
| 37 | National policy allows me to have more leisure time to participate in amateur table tennis. | +1 | +1 | +1 | 1 | Agree |
| 38 | I can easily make comments to the club and get an effective response. | +1 | +1 | +1 | 1 | Agree |
| 39 | The popularity of electronic products has a negative impact on consumer participation in sports. | +1 | +1 | +1 | 1 | Agree |
| 40 | The execution of the club can ensure the successful completion of the plan. | +1 | +1 | +1 | 1 | Agree |
| 41 | The execution of the club can ensure the successful completion of the plan. | +1 | +1 | +1 | 1 | Agree |
| 42 | The club 's publicity and promotion measures are in place. | +1 | +1 | +1 | 1 | Agree |
| 43 | Clubs should take measures to increase future revenue channels. | +1 | +1 | +1 | 1 | Agree |

Appendix C



No. 8612/131

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

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Chen Li,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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

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

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

No. 8612/133



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

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Zhonghua Yong,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

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

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



No. 8612/132

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

January 12, 2024

Title: Invitation to be an inspector of research tool quality

Dear Associate Professor Xin Xu,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. In this regard, Faculty of Education, Silpakorn University would like to invite you to inspect the quality of research tools for the student.

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

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

Appendix D

Survey on Amateur Table Tennis Clubs in Guangzhou

Hello!

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

Thank you again for your co-operation!

Fill in the instructions:

All questions in the questionnaire are single choice, please select the appropriate option.

1. Your identity: () [Single choice]

A. Member (adult) B. Non-member (adult)

C. Parent of trainee D. Experienter

2. Your age: () [Single choice] Note: If you are a parent of a trainee, please fill in the age of the trainee.

A. Under 12 years B. 13-18 years C. 19-30 years D. 31-40 years

E. 41-50 years F. 51-60 years G. 60 years and over

3. Your occupation: () [Single choice]

A. Employees of companies and enterprises B. Retirees

C. College students D. Self-employed

E. Institution staff and civil servants F. Freelancers

G. Others

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

| No | Topic | Score | | | | |
|----|---|---------------|--------------|----------------|---------------|----------------|
| | | Lowest (1) | Lower (2) | General (3) | Higher (4) | Highest (5) |
| 4 | I am very aware of the development Goals of the club. | | | | | |
| 5 | The club has done a good job in improving the skill level of consumers. | | | | | |
| 6 | The Goal set by the club is reasonable. | | | | | |
| 7 | The club 's fees are reasonable. | | | | | |

Survey on Amateur Table Tennis Clubs in Guangzhou (continue)

| | | | | | | |
|----|--|--|--|--|--|--|
| 8 | The current development Goal of the club is in line with your needs. | | | | | |
| 9 | At present, the club is doing well in amenities, facilities and environmental conditions. | | | | | |
| 10 | Guangzhou has a good table tennis atmosphere. | | | | | |
| 11 | Guangzhou table tennis heritage and atmosphere can help the development of amateur table tennis club. | | | | | |
| 12 | Your satisfaction with the current training effectiveness of the club. | | | | | |
| 13 | The club currently organize tournaments that are perfect for your needs. | | | | | |
| 14 | Your satisfaction with your current club in terms of the quality of train and competition. | | | | | |
| 15 | The timing of the current club activities is reasonable. | | | | | |
| 16 | The development of the club makes full use of the ' favorable policy for the development of amateur table tennis in China '. | | | | | |
| 17 | The club does a good job with safety measures for consumers when they attend table tennis train and competition. | | | | | |
| 18 | You joined the current club because it has a good reputation and influence. | | | | | |
| 19 | You chose to join the amateur table tennis club because of the love of table tennis. | | | | | |
| 20 | Your satisfaction with the comprehensive level of the club's coaching staff. | | | | | |
| 21 | The pressure from work or studies will not hinder your participation in club activities. | | | | | |
| 22 | Your family is very supportive of your participation in amateur table tennis club activities. | | | | | |

Survey on Amateur Table Tennis Clubs in Guangzhou (continue)

| | | | | | | |
|----|--|--|--|--|--|--|
| 23 | Pressure from life will not hinder your participation in club activities. | | | | | |
| 24 | Your expenditure on sports consumption has increased more than before. | | | | | |
| 25 | The consumption expenditure in the current club will make you feel financial pressure. | | | | | |
| 26 | The relevant departments of Guangzhou City are of great help to the development of amateur table tennis clubs. | | | | | |
| 27 | Guangzhou's well-developed economy has helped the development of amateur table tennis clubs. | | | | | |
| 28 | The Internet and big data have promoted the development of clubs. | | | | | |
| 29 | Your satisfaction with the plans your club has made for you. | | | | | |
| 30 | The documents and policies promulgated by the government have played a supporting role in the development of amateur table tennis clubs. | | | | | |
| 31 | The plan made by the club has flexibility or alternative plans. | | | | | |
| 32 | The current club has better advantages than other amateur table tennis clubs in Guangzhou. | | | | | |
| 33 | You are only willing to participate in table tennis activities, rather than engaging in activities of other projects. | | | | | |
| 34 | The performance of the Chinese table tennis team has an impact on my decision to participate in the amateur table tennis club. | | | | | |
| 35 | Guangzhou amateur table tennis competition system is an important factor to attract me to participate in amateur table tennis. | | | | | |

Survey on Amateur Table Tennis Clubs in Guangzhou (continue)

| | | | | | | |
|----|---|--|--|--|--|--|
| 36 | Excellent high-quality star athletes of Chinese table tennis have played a positive role in leading consumers to participate in table tennis. | | | | | |
| 37 | National policy allows me to have more leisure time to participate in amateur table tennis. | | | | | |
| 38 | You can easily make comments to the club and get an effective response. | | | | | |
| 39 | The popularity of electronic products will not affect consumers' participation in table tennis activities. | | | | | |
| 40 | The execution of the club can ensure the successful completion of the plan. | | | | | |
| 41 | Clubs will reward members who actively participate in activities or perform well. | | | | | |
| 42 | The club 's publicity and promotion measures are in place. | | | | | |
| 43 | The Club fully expands its business and optimism revenue streams to increase income. | | | | | |

Appendix E

Interview 1 Outline of Interviews with Managers of Amateur Table Tennis Clubs in Guangzhou

1. Position:
2. Academic qualifications:
3. Major studied:
4. Sports experience:
5. What are the clear Goals of the club at the moment? G/Shared Value
6. Is the club's current operating model effective in supporting the achievement of the objectives set?
7. What is the size of the club's annual income and what is its income structure?
8. What are the biggest obstacles encountered in the operation of amateur table tennis clubs?
9. Do you have measures to address this barrier?
10. What is the organizational structure and staffing of the club?
11. Does the club's management team have sufficient skills to run the club successfully?
12. Does the club provide training and development opportunities to improve the competencies of the management team?
13. What are the club's core values?
14. How do these values impact on the day-to-day running of the club?
15. How do you ensure that these values permeate all aspects of the club?
16. What is the club's biggest expense right now?
17. Are there any measures for improvement in the future?
18. What are the club's development plans for the future?
19. What processes and regulations are in place to aid decision making and management in the day to day running of the club?
20. How do you ensure the effectiveness of these processes?
21. What do you think of the management style of the club?
22. Are there any specific leadership principles and styles?
23. Does the club have a system in place to ensure effective communication and cooperation among staff?
24. How do clubs attract staff to join the club and keep the staff stable?
25. What difficulties did the club encounter in implementing the plan?
26. How does the club safeguard the efficiency of program implementation?

27. How does the club protect the motivation of its employees?
28. What is the impact of amateur table tennis competitions on clubs and individual consumers?



**Interview 2 Outline of Interviews with Coaches of Amateur Table Tennis
Clubs in Guangzhou**

1. Position (full-time/part-time):
2. academic qualifications:
3. Major field of study:
4. Athlete level:
5. Coach level:
6. What are your current career Goals?
7. How do you feel you can help the club to fulfill the club's Goals?
8. How can you as a coach align your personal Goals with the club's Goals?
9. What difficulties are you currently experiencing in the training and competition process at your club?
10. Are you satisfied with the club's current salary structure, remuneration packages and scope for advancement?
11. What do you consider to be your strengths and weaknesses as a coach?
12. Does the club actively seek feedback and input from coaches to help develop the club?
13. What are some of the factors that affect your ability to make plans for training and competitions?
14. Does the club provide adequate support and resources to help you improve in your business competencies?
15. What measures does the club have in place to ensure effective communication between coaches and management as well as consumers?
16. How much autonomy do you have to make your own decisions and actions when implementing the program?
17. How did you cope with the difficulties you encountered in implementing the plan?
18. How has the club helped you in implementing your plan?
19. What is the impact of amateur table tennis competitions on clubs and individual consumers?

**Interview 3 Outline of Interviews with Consumers of Amateur Table Tennis
Clubs in Guangzhou**

1. How did you join the current club?
2. What was your motivation for joining an amateur table tennis club?
3. Which of these motives do you think are more important?
4. What does the club offer to help you achieve your Goals?
5. Do you think the club's current fees are reasonable?
6. What do you think clubs should do to keep consumers stable?
7. How well do you think the club is doing in protecting the safety and health of consumers?
8. Do you think the level of coaching at the club can improve your table tennis skills and physical fitness?
9. What other areas have you improved?
10. Do you feel that the venue, equipment and other materials provided by the club meet your needs?
11. Have consumers' views been listened to in the plans developed by the club?
12. What are the factors that influence your participation in the activities organized by the club?
13. Do you think the current operational measures of the club are reasonable?
14. In what ways do changes need to be made to attract more consumers?
15. What measures does the club have in place to ensure smooth communication between you and the club?
16. What do you think are some of the club's strengths and weaknesses in implementing the program?
17. What factors do you think would prevent you from participating in the activities arranged by the club?
18. What is the impact of amateur table tennis competitions on clubs and individual consumers?

Appendix F

Outline of questions for the Connoisseurship

1. Is the new CPECDS Model applicable to the operation of amateur table tennis clubs in Guangzhou?
 2. Discussion about the C - (Consumer needs) factor in the CPECDS Model? How do clubs cater to the different consumer needs? What are the factors that influence consumer needs?
 3. Discuss the P - (Policy utilization) factor in the CPECDS Model. How can clubs utilize the policy effectively?
 4. Discussion on the E - (Economic environment) factor in the CPECDS Model? How does the club serve consumers with different jobs or family financial situations?
 5. Discuss the C - (Competition organization) factor in the CPECDS Model. How do you ensure the high quality of the event and participant satisfaction?
 6. Discuss the D - (Digital technology) factor in the CPECDS Model. How should clubs utilize digital technology to improve operational efficiency and service quality?
 7. Discuss the S - (Structure of Organization) factor in the CPECDS Model. What factors affect the organizational structure of a club?
 8. Is there a need to add or replace other factors in the CPECDS Model?
- What other suggestions do you have for the CPECDS Model and the manual for using the model?



Appendix G



No. 8612/3225

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Peng Wanli,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink that reads "Sirinam.Y".

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

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



No. 8612/3223

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Jin Yixiong,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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

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

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



No. 8612/2022

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Wang Hongzhen,

Miss Meiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink that reads "Sirirwan, Y.".

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

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



No. 8612/3221

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Xiao Yongheng ,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink that reads "Sirirwan, Y."

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

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



No. 8612/3220

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Dr. Huang Yanling,

Miss Meiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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

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



No. 8612/3219

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Dr. Hong Chang,

Miss Meiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink, which appears to read "Siriwan.V".

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

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



No. 8612/3218

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Jia Jia,

Miss Meiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

A handwritten signature in blue ink, which appears to read "Siriwan.V".

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

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



No. 8612/9217

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Associate Professor Cheng Bojin, Ph.D.,

Miss Meiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process.

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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

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

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



No. 8612/3224

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

July 31, 2024

Title: Invitation to Attend the Expert Reference Seminar on Connoisseurship

Dear Wang Nan,

MissMeiling AN is a graduate student ID 640630078 at Silpakorn University and is studying for Doctor of Philosophy Program in Recreation Tourism and Sport Management at Faculty of Education, Silpakorn University. Currently, she is conducting her Independent study entitled: The Development of the "GROW-SWOT" Model and its Implementation on the Operation of Amateur Table Tennis Clubs in Guangzhou. would like to invite you to join the expert reference seminar (Connoisseurship) to support the dissertation process

Your kind assistance and academic contribution is much appreciated.

Yours sincerely,

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

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

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

Appendix H

Outline of Stakeholder Interviews

Interviews were conducted with relevant stakeholders (managers, coaches, and consumers) of amateur table tennis clubs in Guangzhou to assess the feasibility of the implementation of the CPECDS Model in the operation of amateur table tennis clubs in Guangzhou and the plausibility of its various factors.

1. In your opinion, CPECDS Model can improve the operation of amateur table tennis clubs in Guangzhou?
2. In your opinion, is C - Consumer needs an important factor in the development of amateur table tennis clubs in Guangzhou?
3. In your opinion, is P - Policy utilization an important factor in the development of amateur table tennis clubs in Guangzhou?
4. In your opinion, is E the economic environment an important factor in the development of amateur table tennis clubs in Guangzhou?
5. In your opinion, is C - Competition organization an important factor in the development of amateur table tennis clubs in Guangzhou?
6. In your opinion, is D - Digital technology an important factor in the development of amateur table tennis clubs in Guangzhou?
7. In your opinion, is S - Structure of Organization an important factor in the development of amateur table tennis clubs in Guangzhou?
8. Do you have any suggestions for improvement or optimization of the CPECDS Model?

Appendix I



Interview



Questionnaire survey



Connoisseurship



Stakeholder interviews



VITA

NAME

MEILING AN

INSTITUTIONS ATTENDED

Graduated from Guangzhou Sports University in 2011,
majoring in sports training, Bachelor of Education.
Graduated from Guangzhou Sports University in 2018,
majoring in sports training, Master of Sports.
Currently working at Guangdong Food and Drug
Vocational College.

PUBLICATION

1. Analysis of the role of sports in the socialization of youth.
2014-08 Course Education Research, 142-143.
2. Research on the evaluation index system of table tennis
teachers' classroom teaching based on WSR methodology.
2016-12 Science & Technology of Stationery & Sporting
Goods, 78-79.
3. Research on the footwork training of table tennis players.
2016-01. Sports Time, 116-117.
4. Application of imagery training method in table tennis
teaching. 2020-02. MODEN SPORTS, 71-73.
5. Analysis of the current situation and development
strategies of table tennis teams in higher vocational colleges
in Guangdong Province based on SWOT analysis. 2023-02.
Guangdong Education, 2023 (7) 23-26.