

SWOT ANALYSIS OF THE DEVELOPMENT OF NON-PROFIT SPORTS ASSOCIATION IN HAINAN PROVINCE, CHINA

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ABSTRACT

Use the literature method, expert interview method, and SWOT analysis method to analyze the internal strengths and weaknesses, external opportunities and threats of the development of the Hainan Province Non-Profit Sports Association in China, and analyze the advantages of policies, services, and professions, and the disadvantages of human resources and funding. , professional instructors, opportunities for government procurement, events, community activities, threats to industry competition, social credibility, supervision and evaluation, etc. to analyze and study, and draw corresponding results. This study has practical guiding significance for the Hainan Provincial Non-Profit Sports Association in building a national fitness and sports service system.

Keywords: SWOT, non-profit, sports association

INTRODUCTION

Research Background

Non-profit sports associations are also an important part of the development strategy of Chinese sports organizations. The state has accordingly promulgated various policy documents on promoting the development of sports organizations and promulgated the "Regulations on the Registration and Management of Social Groups" (2016) in order to standardize the construction of community organizations, accelerate the promotion of national fitness plans, clarify the relationship between administrative departments and sports associations, and promote various individual projects. The construction and development of sports association organizations, decentralization of management authority, encouraging social organizations to apply for individual sports associations, participating in the organization and management of government sports activities as non-profit sports associations, and implementing and completing the implementation by sports association organizations in the form of government purchase of services, etc. wait. According to statistics, in the five years from 2012 to 2017, the number of registered sports social organizations in China increased from 23,000 to more than 48,000, with an average annual growth rate of more than 10%, which is much higher than the approximately 4% growth point of national social organizations in the same period.

At present, there are more than 90 provincial individual sports associations in Hainan, which are developing rapidly. The development of individual associations has greater social influence. However, overall, there are still some problems in the development of Hainan non-profit sports associations. This

article analyzes Hainan through research The development status of non-profit sports associations, looking for development opportunities, exploring high-quality development paths for non-profit sports associations, and providing reference for future non-profit sports associations.

RESEARCH METHODS

This paper uses SWOT analysis theory, expert interview method, and literature method to analyze and study the development status of the non-profit sports association in Hainan Province, China, mainly focusing on four aspects: Strength, Weakness, Opportunity, and Threat. Analyze aspects.

RESEARCH CONTENT

Sub-Section 1 Advantages

1) Advantages of national sports development policies

The "Outline for Building a Strong Sports Nation" and the "National Fitness Plan (2021-2025)" both propose to give play to the demonstration role of national sports social organizations, promote the construction of sports federations at all levels, and improve national fitness organizations that cover urban and rural areas, are standardized, orderly, and full of vitality The network drives all types of individual events, industries and group sports organizations at all levels to carry out national fitness activities.^{[1][2]} The "14th Five-Year Plan" proposes to strengthen the public service function of sports, implement the national fitness strategy, and build a higher-level national fitness public service system to meet the people's growing needs for a better life. The total scale of the sports industry is expected to reach 5 trillion yuan by 2025.^[3]

Non-profit sports associations are part of social sports organizations. The main force for the implementation of the National Fitness Plan comes from social organizations and non-profit sports associations. The Hainan Provincial Government carries out the "Provincial National Fitness and Sports Activities" and "Hainan Water Sports Season" every year. " and solicited organizers or organizations from the society. Non-profit sports associations of each individual sport actively participated in the application and undertaking of the project, such as: "Hainan Province Darts Open" hosted by Hainan Province Darts Association, Hainan Province Mountaineering Association The Hainan Provincial Rock Climbing Open is hosted by the Hainan Provincial Archery Association, and the Hainan Provincial Archery Open is hosted by the Hainan Provincial Archery Association. Therefore, the Hainan Non-Profit Sports Association has obvious advantages in undertaking public sports services purchased by the government.

2) "Government-Society" Service Advantages

Non-profit sports associations have the advantages of professionalism and standardization in organizing mass sports activities or sports events. They can undertake basic sports activities or events for enterprises and communities. They are also good at resource allocation and professional staffing in event organization. There are specialized channels and more flexible paths. Relatively speaking, non-profit sports industry associations are relatively professional and flexible in handling sports public affairs. After the "government-association" decoupling, they can make up for or break through the limitations in the development of the sports industry in dealing with "government failure" and "market failure". sex. At the same time, experts believe that non-profit sports associations should actively participate in the decision-making of relevant government management departments, express grassroots

opinions and suggestions based on market research results or professional experience, and also have an in-depth understanding of relevant national or provincial sports development policies and guidelines, and actively Explain or convey the spirit of relevant government documents or policies to the masses to achieve a harmonious and win-win situation of "government-association".

3)Professional advantages of the association

Non-profit sports associations have great advantages in the promotion and publicity of amateur sports. Especially as associations for non-Olympic sports, they can strengthen the diversification of sports projects. In the context of "integration of sports and education", the government encourages non-profit sports associations to enter campuses to carry out after-school amateur sports activities in primary and secondary schools to make up for the shortage of campus sports teachers. At the same time, the venue facilities and teaching staff of non-profit associations are used to strengthen youth sports Develop and promote emerging sports projects, guide young people to actively participate in sports, enhance their interest in sports exercises, enhance national physical health, assist the development of "campus sports", and also discover, select and cultivate outstanding sports talents to contribute to national competitive sports. Talent selection and training lay a solid foundation.

Experts also believe that non-profit sports associations should thoroughly study the "integration of sports and education" policy, develop campus sports, aim to promote sports projects, and use public welfare sports activities as a means to enable students to be exposed to sports that are not carried out in campus sports. Attracting and cultivating young people to participate in physical exercise and cultivating the "personalization" of student sports are in line with the development goals of non-profit sports associations and the intention of the government and schools to build youth campus sports culture. Compared with for-profit sports, non-profit sports associations Institutions have more advantages and more credibility.

Sub-Section 2 Weakness

1)Lack of personnel

The lack of professional sports talents is an important factor restricting the development of non-profit sports associations, which is mainly reflected in two aspects. One is the lack of professional sports instructors; the other is the lack of professional sports management talents. In some organizations, one member wears multiple hats, leading to chaotic management, low organizational effectiveness, low employee motivation, and poor overall organizational development. ^[4]

The investigation found that there are still associations that are not fully staffed, or are not equipped with full-time personnel, and are unable to carry out daily management work for the association. The main reason is that the association's daily expenditures have no source, so some associations are not undertaking activities or Organization and management are temporarily on-the-job during events. For non-profit sports associations, full-time staffing is a major dilemma due to lack of funds. This has hindered the development and work promotion of non-profit sports associations, making the associations exist in name only.

2)Lack of funds

The development funds of non-profit sports associations mainly rely on government procurement services and financial department allocations. At present, the social donation system is not perfect, and their own hematopoietic capabilities are still relatively weak. Social sports non-profit associations have difficulty in raising funds, which is an obstacle to non-profit associations. important issues in development. ^[5]

Lack of funds is the main problem in the development of non-profit sports associations. After investigation, the operations of individual non-profit sports associations in Hainan Province mainly rely on the operation of profit-making sports venues or the funds to undertake commercial activities. Corporate or private sponsorship supports the development of the associations. As a result, many non-profit sports associations have a single source of funding and cannot maintain normal daily management. They have temporary teams and emergencies to undertake activities and management.

3)Insufficient professional guidance personnel

The "Measures for the Management of Social Sports Instructors" states that social sports instructors are personnel who provide voluntary national fitness services such as teaching fitness skills, organizing fitness activities, and publicizing scientific fitness knowledge to the public without the purpose of collecting compensation, and have obtained technical grade titles. ^[6]

Therefore, the quality and quantity of social sports instructors in non-profit sports associations are an important part of supporting the development of the association. However, after investigation, the team of social sports instructors in Hainan Province is similar to the domestic situation. Most of the social sports instructors have low academic qualifications than those with high academic qualifications. Most of the grades are concentrated in the first level, with a minority at the national level. At the same time, professional background is also a weak link that restricts the improvement of the knowledge structure of the team of social sports instructors. It is more that social instructors do not have scientific knowledge of the human body and are weak in guiding sports laws and skills. It is difficult to follow scientific principles when guiding the masses to fitness. . It shows that social sports instructors lack professional sports talents and lack of optimal allocation of sports human resources and educational resources.^[7]

Sub-Section 3 Opportunity

1)Government procurement

In the construction of the national public sports service system, government procurement of public sports services is the main position of non-profit sports associations. The (State Council) "Outline for Building a Powerful Sports Nation" proposed to increase the government's efforts to purchase public sports services from social forces. The "National Fitness Plan" proposes 8 tasks, closely surrounding the development of national fitness activities, involving venue construction, talent training, sports industry and other areas. As the main force in the local sports industry, non-profit sports associations must grasp national policies and make use of local sports development policies.^{[1][2]}

Expert interviews believe that it is necessary to make full use of Hainan's platform to develop the sports industry and promote national fitness, and to actively participate in the government procurement public sports service system, expand the influence of the association in society, attract people for sports projects, and pave the way for the subsequent development of the association. At the same time, we use "sports +" to integrate government resources, such as "sports + tourism" and "sports + rural revitalization" to expand the business scope of the association and promote the rapid development of the association.

2)Events

On September 2, 2014, the State Council executive meeting adopted specific measures to streamline administration and delegate power in the sports system, and made the decision to "cancel the approval of commercial and mass sports events." Shortly thereafter, the General Administration of Sports responded positively. In the reform of the event approval system, it officially issued a document canceling the approval of national sports events, including commercial and mass sports events, except

for the National Comprehensive Games and a few special events. At this point, my country's sports social organizations have ushered in a good opportunity for independent development. On October 20 of the same year, in the "Several Opinions on Accelerating the Development of the Sports Industry and Promoting Sports Consumption" issued by the State Council, the sports industry was elevated to a national strategy, and the market-oriented transformation of my country's sports became more obvious. Under the current social background of "industrialization and marketization", the construction of various sports social organizations at all levels in China will also face transformation opportunities.^[8]

Hainan Province has built a good platform for the development of non-profit sports associations from the construction of an international tourist island to the current free trade port. With Hainan's unique geographical environment, Hainan Province has hosted many national and international sports events. It has a certain influence internationally, but at present, the Hainan Provincial Non-Profit Sports Association lacks vitality and still has a lot of room for development. It is necessary to closely follow the construction of the Hainan Provincial Free Trade Port, develop the non-profit sports association with high quality, and undertake more High-quality national and international competitions.

3)Community activities

The 2023 Hainan Provincial Community Games and Haikou Station Competition were officially launched on December 9. There are a total of 6 city and county stations. The Hainan Provincial Community Games is a community sports meeting with multi-project coverage and multi-level linkage." Organize sports events to give full play to the positive role of sports in promoting national fitness, enhancing neighborhood interactions, and enhancing the sense of community belonging, so as to further stimulate the masses' fitness vitality "at the doorstep".^[9]

Combining literature and expert interviews, many scholars are currently paying attention to the development of community sports, such as "community sports for the elderly" ^[10], "community sports governance"^[11], "sports organizations participating in urban community sports" ^{[12][13]}, etc., the government has also proposed to play the role of social organizations to achieve the goal of grassroots social governance of benign interaction between government governance, social adjustment, and residents' autonomy. This provides opportunities for participation in the development of non-profit sports associations. Integrating resources and developing community mass sports activities is of practical significance for sports to take root at the grassroots level and fill the gap in "government-society-community" sports development.

Sub-Section 4 Threat

1)Industry competition

Rossi (2020) collected quantitative data from a sample of 4456 non-profit sports clubs in Germany and then conducted a qualitative study including semi-structured interviews with 6 sports clubs. Descriptive results show that 35.3% of clubs consider competition from commercial sports providers to be a problem.^[14]

According to the national proposal for sports development, "the total scale of the sports industry is expected to reach 5 trillion yuan by 2025." Under such a large industrial development cake, there is a large gap between non-profit sports associations and for-profit sports organizations, such as: human resources Management, social resource integration, government-enterprise coordination, etc. will further compress the living space of loosely organized non-profit sports associations, and the social sports development function of non-profit sports associations will gradually be weakened.

2) Industry supervision and evaluation

The role of governance capacity evaluation refers to the role and ability of the governance capacity evaluation activity itself that can cause changes in the evaluation objects. It integrates functions such as guidance, motivation, diagnosis, regulation, supervision, and management. It is an important step in the cause of social governance. One ring. Individual sports associations already play an important role in sports governance and public sports services. Effective evaluation of association governance capabilities can promote associations to reflect on their own problems and correct them, improve the modernization level of individual sports association governance capabilities, and achieve Better development of the association. If there is a lack of evaluation of the governance capabilities of individual sports associations, this will lead to a vague definition of the association's own responsibilities, leading to serious consequences such as governance failure, which will be detrimental to the sustainable development of the association. ^[15]

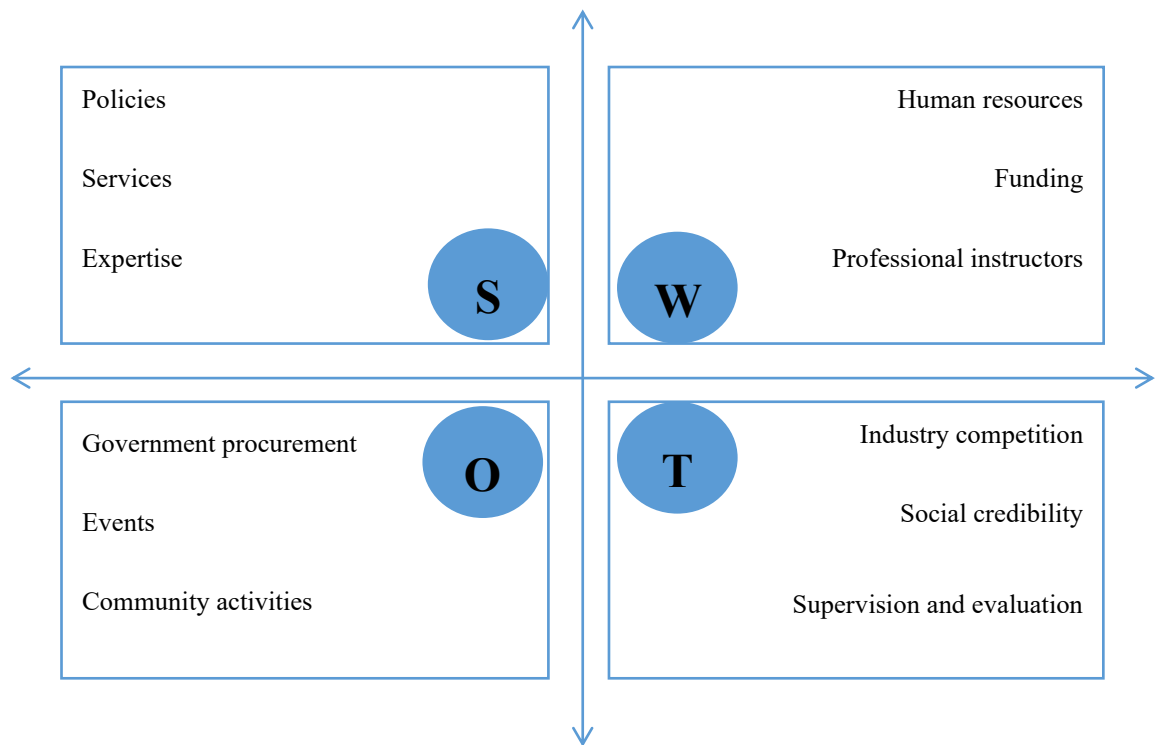
The event organization of Hainan Province's national fitness and sports activities, including various sports event organizations at all levels, has begun to hire third parties to carry out supervision and evaluation. For example, during Hainan Province's water sports season sports events, the Hainan Sports Management Department hired evaluation experts from Shanghai Sport University to evaluate and provide feedback on various activities, and also built an evaluation system for provincial sports events. This imposes strict requirements on the internal management of non-profit sports associations. Those who do not meet the requirements will not be allowed to apply for provincial event organization again. At the same time, the Hainan sports management department also implements annual inspections of associations, and associations that do not meet the requirements will be removed from the social sports organization system. Therefore, the internal governance of non-profit sports associations needs to be strengthened to avoid being eliminated.

3) Social credibility

As the life of a non-profit organization, credibility is not only the foundation for being based in society and gaining the trust of the public, but also the key to the healthy and sustainable development of the organization. The credibility of social public organizations is a kind of influencing ability. It is the public's trust and support for the organization to handle social and public affairs. It is people's understanding of the organizational structure, internal governance structure, decision-making and execution capabilities, restraint and supervision capabilities and other daily activities in social life. General satisfaction, trust, and buy-in from operational activities. ^[16]

Today, with the development of self-media, information spreads rapidly, and the way and scope of people's reception of information are also expanding. In other words, the operation management and social image of non-profit sports associations will be easy to understand. At the same time, non-profit sports associations are also being understood by some. The impact of the image of non-standard sports organizations has caused people to resist the activities of non-profit sports associations, which has had a greater impact on the subsequent development of non-profit sports associations and ultimately required reshuffling and establishment. Therefore, domestic scholars and experts also have concerns about non-profit sports associations. Concerns about the construction of social credibility, which is also a major obstacle and threat to the development of non-profit sports associations.

Figure 1SWOT analysis element map



CONCLUSION

After using SWOT to analyze the development of the non-profit sports association in Hainan Province, China, based on literature search and expert interviews, and based on the objectives of this research, it was concluded that:

1) **Advantages:** Non-profit sports associations should make full use of national sports development policies, and give full play to the flexibility and mobility of non-profit sports associations under the policy guidance of the "Outline of a Strong Sports Nation", "National Fitness Plan" and "14th Five-Year Plan" Sports Plan, mass and other advantages, actively improve the form of social sports participation, broaden the form of participation under the form of "government leadership-social participation", and use the professional advantages of the association to seek development. At the same time, in the context of Hainan's construction of an international free trade port, we will integrate social resources, strive for government policy and financial support, give full play to the organizational capabilities of national fitness sports, and create a non-profit sports association with international characteristics.

2) **Disadvantages:** After the non-profit sports associations were decoupled from the direct management of the government, the associations were applied for and operated by social groups, resulting in insufficient or even lack of operating funds for the non-profit sports associations. Most of the non-profit sports associations have insufficient funding and a single source of funding; at the same time, in terms of human resource management, talent training lacks financial support, the association

lacks full-time personnel, or temporary recruitment during events, making the association's daily management not standardized; There is a lack of efforts in cultivating the team of professional social sports instructors and they rely heavily on volunteer efforts, resulting in a weak willingness of social sports instructors to participate and insufficient follow-up strength for team training. Non-profit associations should proactively contact relevant sports management departments, actively participate in government procurement services, and obtain special funds; they should actively integrate social resources and business units, strengthen alliances between associations and businesses, establish long-term cooperation, carry out mass sports activities, or assist in the establishment of business units. and training sports teams, thereby changing the phenomenon of a single source of funding.

3) **Opportunities:** In the context of people's yearning for a happy life, the country's economic development trend is good, people's economic income has increased significantly compared with the past, and people's investment in physical exercise in time and money has gradually increased. At the same time, the country's "national system" for sports has changed. In order to build a "sports power", great changes have taken place from ideology to actual implementation. In particular, the total scale of the sports industry will reach 5 trillion yuan in 2025. Therefore, the Hainan Non-Profit Sports Association must seize the opportunities in the national development strategy. Under the national fitness public sports service system, actively participate in government procurement services, do well in sports events and community activities, take advantage of the opportunities for vigorous development of the sports industry, create brand events and activities, strengthen the influence of the association, and attract more domestic and foreign personnel to participate in the association activities to expand the association's membership base and lay a solid foundation for the association's development.

4) **Threats:** After the association is decoupled from the national sports management department, the non-profit sports association operates entirely on its own. At the same time, the non-profit sports associations in the same province and city are seriously homogenized. Without a direct relationship between the two, there is also competition between the two. ; As the scale of national sports development gradually increases, the industry becomes more profitable, and the benefits become more obvious, competition among the sports industries gradually increases, which will increase the impact on the development of non-profit sports associations and make the gap between non-profit sports associations and for-profit sports organizations Increased competition, lack of government supervision and management, failure of the association to carry out activities normally, or lack of professional participation, leading to a decline in the association's social credibility, and no significant change in the development of the association, will lead to a decline in mass participation, which in turn will lead to a decline in public participation. Non-profit sports associations pose a threat and it will be difficult for the association to develop. Therefore, non-profit sports associations must do a good job in internal governance, improve the organization and management capabilities of the association, create high-quality activities and events, attract more people to participate, and then resolve threats and enhance the credibility of the association.

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