

A Research on the Incentive Mechanism and Guarantee Measures of High-Quality Running of Shanghai Amateurs Games

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Received: April 25, 2022

Accepted: May 21, 2022

Online Published: May 26, 2022

doi:10.20849/ajsss.v7i5.1160

URL: <https://doi.org/10.20849/ajsss.v7i5.1160>

Abstract

In 2017, under the background of implementing the national fitness plan and promoting the construction of *healthy Shanghai*, Shanghai initiated the Amateurs Games system. Also in this year, Li Qiang, secretary of Shanghai Municipal Party Committee, stressed that ‘we should build Shanghai’s strategic advantages in development and strive to build four brands of Shanghai service, Shanghai manufacturing, Shanghai shopping and Shanghai culture’. Among them, *Shanghai service* is in the leading position. As one of the outstanding representatives of Shanghai sports service industry, Shanghai Amateurs Games has become very important to carry out high-quality competitions to promote brand building. This report based on the analysis of some experts and scholars at home and abroad with an overview of the research on Shanghai Amateurs Games, comb, summarizes relevant literature, expert interview, field investigation, combined with the actual situation of Shanghai city amateur Games, for its high quality run competitions incentive mechanism and safeguard measures to carry out study activities and put forward the optimized route for reference.

Keywords: Shanghai Amateurs Games, incentive mechanism, safeguard measures

1. Introduction

1.1 Background

In 2017, under the background of implementing the national fitness strategy and promoting the construction of *healthy Shanghai*, Shanghai launched the first Amateur Games System in China. Shanghai Amateurs Games takes sports events as its core and bases itself on amateurs. By constructing amateur competition hierarchy system, amateurs of different levels, ages and needs can find suitable events and activities for themselves. Now, Shanghai Amateur Games has been successfully held for four years, and its competition system is gradually improved, its radiation scope is gradually expanded, and it has already set a competition brand. However, the influence of this brand is still limited and its attraction to the public is insufficient, which is not conducive to the entry of social market capital into the Amateur Games and the long-term development of the sports service industry. Shanghai Amateurs Games has been improved from multiple aspects such as policy and social force mobilization. It is continuing in the pursuit of holding high-quality mass events on the road of unremitting exploration.

This study, based on the present situation of Shanghai Amateurs Games, as well as the background of reform of decentralization, administration and service optimization, is giving advice for the innovation and long-term development of sports service industry in Shanghai by analyzing advantages and disadvantages of the Shanghai Amateurs Games.

1.2 Significance

1.2.1 Theoretical Significance

Shanghai Amateurs Games is different from the previous mass sports events. It introduces the modern governance concept and adopts the innovative mode of tripartite cooperation between government, society and market. After three years of practice and efforts, it has transformed into a leader in the field of mass sports events in China. The experience and model of its brand construction have certain enlightenment and reference significance for the development of mass sports events in other provinces and cities. However, there are quite few researches on the brand construction of mass sports events operated by multiple subjects and mainly for public welfare purposes that can be used for competitions like Shanghai Amateurs Games.

Through combing academic research and practice at home and abroad for reference, this project aims to promote Shanghai amateur Games run competitions in a high-quality way, improve the brand and enrich research results of constructing mass sports brand and promote further development of theoretical research on mass sports in China.

1.2.2 Practical Significance

With the constant change and development of sports market at home and abroad, the public has paid more and more attention to sports events, and put forward higher requirements for service quality of sports events. Mass sports events have also become an important platform for residents' fitness, entertainment, leisure and communication, but there is still a contradiction between the increasing demand for sports and leisure of the masses and the quantity and quality of the supply of sports events in real life. The process of brand construction of Shanghai Amateurs Games is also a process of the steady growth of the number of mass sports events in Shanghai, the expansion of brand influence, the continuous enrichment and innovation of content and forms, the continuous improvement of service quality and the continuous meeting of citizens' demands for sports events.

This project starts from a collaborative governance perspective, investigates the incentive mechanism and guarantee measures of Shanghai Amateurs Games to hold high-quality competitions, learns about the events brand management operating status and the citizens' participation experience and requirements, analyzes the defects in Shanghai Amateurs Games and puts forward feasible suggestions for better quality of Shanghai Amateurs Games. This will help to attract more people to participate in Shanghai Amateurs Games, to further improve the quality of the mass sports service and to enhance the influence of the event brand. Not only will it guide and support the sports service industry develop in a healthy and orderly way, but also it will fully implement the national fitness program outline, construct the outstanding sports city of Shanghai and promote the long-term healthy development of sports industry in China. At the same time, we also hope to provide theoretical guidance and practical experience for the development of mass sports in Shanghai and the operation of mass sports events in other cities by studying the brand construction of Shanghai Amateurs Games.

2. Methods

2.1 Literature Method

In this paper, the relevant electronic materials were retrieved from CNKY, Bailian, Elsevier, Emerald Foreign Language database, Chaoxing Digital Library and other relevant electronic materials, and the books and periodicals collected in the library of Shanghai University of Sport, as well as the periodical websites of Emerald, EBSCO and Pro Quest, etc. *Shanghai Amateurs Games, mass sports events, high-quality games, sports event incentive mechanism, sports event safeguard measures* and other keywords to search. Through reading, collecting and sorting out relevant materials on the cultivation of sports events and brand building at home and abroad, we have fully learned the previous studies and started independent thinking and analysis, which has provided materials for the writing of the paper and enriched the theoretical basis of the paper.

2.2 Policy Text Analysis Method

The research firstly searched and sorted out eight policy texts related to mass sports events in Shanghai Sports Bureau and General Administration of Sport of China, and analyzed the word frequency with the help of NVivo11.0 to provide policy guidance for the development direction of mass sports events in Shanghai.

2.3 Expert Interview Method

Through interviews with the staff of Shanghai Social Sports Management Center and the person in charge of Shanghai Amateurs Games evaluation, some questions related to Shanghai Amateurs Games were put forward, such as how to achieve high-quality development of Shanghai Amateurs Games at the present stage. Listening to their opinions on the brand building of Shanghai Amateurs Games and their views and suggestions for this paper has provided information and reference for the research methods and research ideas of this project.

2.4 Field Investigation Method

For a comprehensive understanding to Shanghai current status on the high quality of the amateur Games run competitions, tripartite collaboration system to understand the government, society and market advantages and problems of new mode run competitions, field survey people's brand awareness in the competition and the entry requirements, the project team to follow guide teachers to participate in the project 2021 amateur Games series of performance evaluation work, won the first-hand information for the project, It also laid a good foundation for the completion of the project.

3. Policy Text Selection and Word Frequency Analysis

3.1 Policy Text Selection

As the policy text is the research object of this paper, the choice of the policy text directly affects the credibility of this paper. The purpose of this paper is to provide optimization strategies from the relevant policy characteristics of mass sports events in Shanghai by studying the incentive mechanism and guarantee measures of Shanghai Amateurs Games to hold high-quality competitions, therefore, the policy texts in this paper are all related sports documents issued by the General Office of the State Council of the People's Republic of China, the Government of Shanghai, Sports Bureau of Shanghai City and other relevant departments after the issuance of the 13th Five-Year Plan for Shanghai Sports Reform and Development in 2016.

3.2 Word Frequency Analysis

The 13th Five-Year Plan of Shanghai Sports Reform and Development was released in December 2016, and Shanghai Amateurs Games was successfully held in the following year, which was an innovative practice of mass sports events in Shanghai. This paper selected the policy texts related to mass sports events after 2016 (Table 1). Because the purpose of this paper is the incentive mechanism and guarantee measures for Shanghai Amateurs Games to hold high-quality matches, this paper adheres to the following two principles in the screening process: (1) The issuing agencies shall be from the General Office of the State Council of the People's Republic of China, the Government of Shanghai, Sports Bureau of Shanghai City, Shanghai Municipal Health Commission, Shanghai Municipal Civil Affairs Bureau, Shanghai Federation of Trade Unions and other departments that play a direct role in promoting the policies of mass sports events; (2) Text that can clearly express the attitude towards Shanghai Amateurs Games, such as plan, implementation plan and opinions.

Table 1. Policy text

Serial number	Name of Policy Paper	Issued by department	Time
01	the 13th Five-Year Plan for Shanghai Sports Reform and Development	General Office of the Government of Shanghai	In December 2016
02	Implementation Plan for Sports Industry Development of Shanghai Municipality (2016--2020)	General Office of the Government of Shanghai	In January 2017
03	Opinions on Promoting National Fitness and Sports Consumption to Drive High-quality Development of Sports Industry	the General Office of the Council of the People's Republic of China	In September 2019
04	Measures of Shanghai Municipality on the Administration of Sports Events	the Government of Shanghai	In March 2020
05	Opinions on Strengthening the Construction of National Fitness Facilities and Developing Mass Sports	the General Office of the Council of the People's Republic of China	In October 2020
06	Three years Action Plan for sports promoting health in Shanghai (2021--2023)	Shanghai Municipal Sports Bureau, Shanghai Municipal Health Commission, Shanghai Municipal Civil Affairs Bureau, Shanghai Federation of Trade Unions	In August 2021
07	the 14th Five-year Plan for Shanghai Sports Development	General Office of the Government of Shanghai	In August 2021
08	Shanghai National Fitness Implementation Plan (2021--2025)	the Government of Shanghai	In September 2021

The study first analyzed the word frequency of eight policy texts on mass sports events issued by Shanghai with the help of NVivo 11.0, and set *with minimum length* as 2 to obtain the word cloud model of Planning (FIG. 1). The top 15 word frequencies are as follows: sports, fitness, development, events, industry, services, construction, exercise, health, facilities, national, society, Shanghai, organizations, activities. From the relevant policy texts of mass sports events in Shanghai, we can see the emphases and difficulties of the future development of mass sports events in Shanghai government.



Figure 1. Word cloud model of eight policy texts about mass sports events

4. Existing Problems of Shanghai Amateurs Games

4.1 Lack of Perfect Competition Evaluation and Incentive Means

At the present stage, the government mainly encourages the organizers, so the entry threshold is not high. Although Shanghai Municipal Sports Bureau entrusts Yuxing Sports Technology (Shanghai) Co., Ltd. to complete the evaluation of the 2021 Shanghai Amateurs Games before November 30, 2021 according to the negotiation document, with a price of 29.8 million yuan, it is required that the remaining 30% of project funds will be issued as long as the evaluation is qualified. However, on the one hand, because different events have their own characteristics and differences, and the assessment standard is relatively fixed and rigid, the overly *one size fits all* index system makes it difficult for the formulated performance evaluation plan to accurately measure the actual effect of the event. At the same time, due to the contents involved in the index including the event safety, epidemic public health safety, insurance, staff training, event supervision and other aspects, the organizers will be under great pressure to run the event, and the cost investment requirements will be relatively high, which has blocked many enterprises and organizations somehow. It also makes the organizations and enterprises who are still willing to participate in the event have to reduce costs in other aspects, and may even make the event lose its original characteristics and value. On the other hand, when the government's requirements are relatively low and the same funds can be obtained if the target is reached, the enthusiasm of the organizers to spend more on constantly innovating ideas and promoting sports culture is relatively low, which is not conducive to the further cultivation and promotion of the project.

4.2 The Platform Construction Is Chaotic

Shanghai Amateurs Games has always wanted to create a whole stage, whether it was integrating various amateur events and community events at the beginning or seeking partners to undertake various events through bidding, but due to the existence of the opening and development of each competition, and the spread of registration notice, competition notice and other information which are all in different platforms (such as public, applet, Weibo, etc.) On the one hand, it brings trouble for the information department of the organizing committee to integrate information, on the other hand, it also increases the difficulty for citizens to find information related to the competition conveniently.

4.3 The Definition of Brand Events Is Not Clear

The competition system of Shanghai Amateurs Games has been gradually improved, its radiation scope has been gradually expanded, and a certain brand building foundation has been established. However, the brand influence

is still limited, the lack of appeal to the public and other problems are not conducive to the social market capital into Shanghai Amateurs Games and sports service industry, which is not conducive to the long-term development of sports service industry. However, at present, Shanghai Amateurs Games has not established a diversified brand recognition system and lacks all-round packaging, with a relatively low coordination degree of three-party cooperation mode.

5. Optimization Path of Existing Problems in Shanghai Amateurs Games

5.1 Improve the Professionalism of Competition Evaluation and Improve the Incentive Mechanism

The government, the third-party companies, the relevant sports organizations and the sports enthusiasts of each project shall discuss together to establish a complete but somewhat different evaluation system. Additional conditions shall be added to the existing basis. Additional bonus points may be considered for the organizers who strive to innovate and actively develop and promote sports culture. In addition to some necessary standards such as hardware facilities, safety protection measures and other indicators related to the life safety and direct experience of people's participating in sports, we should adhere to the respect for individual differences, understand the core of different sports culture, and help protect, publicize and develop the sports culture with unique characteristics of each project. It still needs to improve the scientific and reasonable incentive mechanism, take the way of subsidy after the competition, let the winner undertake the competition first, and finally divide different grades according to the assessment results, and then give corresponding amount of project funds according to the grade.

5.2 Unified Event Platform

The organizing Committee shall take official channels such as the official website, official account and applet of Shanghai Amateurs Games as the standard of official channels, and all departments shall perform their respective duties. The Publicity and Information Department shall focus on strengthening the management and application of official channels, increasing the number of professional staff, sorting out and analyzing relevant data of the competition and forming professional reports. So that the public, the organizing committee, the government and the organizers can clearly see the trends and details of the event and consult relevant information.

5.3 Define Brand Events Clearly

The government and academic circles should still pay more attention to and study Shanghai Amateurs Games. The academic aspects should analyze the current situation and put forward relevant suggestions to guide the implementation of work. The practice of work will be transformed into a new research topic. The government provides authoritative and normative documents to guide the direction of brand building, and finally makes a framework based on its commonness and characteristics in practical work. Shanghai Amateurs Games needs to discover brand connotation, cultivate the logic of establishing a brand, improve service quality, integrate brand resources and give play to synergistic advantages in practice.

6. Discussion

Shanghai Amateurs Games in some aspects such as bidding, planning, supervision, the work after the assessment are arranged according to certain rules, the overall program is more scientific and reasonable, with its work respectively carried out according to policy documents such as *Work Guide of 2021 Shanghai Amateurs Games*, *Outline of Shanghai's Construction as a World Famous Sports City*, the existing security mechanism requirements has been relatively complete, which contains event security, epidemic public health security, insurance, staff training, competition steward, etc., but a sound rules and indicators also brought more heavy pressure to run competitions and cost burden, is not conducive to long-term development of Shanghai Amateurs Games, there needs to be more diverse and attractive form of incentive to encourage enterprises and organizations fully mobilize enthusiasm;

The competition system of Shanghai Amateurs Games has been gradually improved and its radiation scope has been gradually expanded, with its tripartite cooperation mode achieving remarkable results. Due to the operation system which has been relatively complete, the organizational structure which is truly reasonable, and the set of rights and responsibilities which are clear, and the whole work of the Shanghai Amateurs Games can be completed with good cooperation basically. The form of buying social services also let the government realize the reform of decentralization, administration and service optimization a little better, but in practice, the management division of the games in district and community is still unclear and needs the government to help guide, strengthen communication and build a strong security backing;

Although Shanghai Amateurs Games tries to create an integrated and systematic stage from the initial integration of various amateur events and community events to the present bidding for partners to undertake various events,

due to the separate development of various competitions, all of the information, including the registration notice, the game process, the field situation and the contact information of the staff, is respectively in different platforms, which both brings trouble to the conformity work of organizing committee information department, and increases the difficulty for citizens to find news related to the game. Besides, it also consumes the enthusiasm of the citizens to participate in, increases the work burden of the organizing committee staff and adds a lot of unnecessary transaction costs, so there is an urgent need for a unified platform for resource integration.

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