Research on Management Innovation of Chinese Professional Basketball Club with Internet Thinking

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Abstract. With the rapid development of the Internet, network thinking, cloud applications are deeply changing our life. The promotion of technology brings people into the big data era. In all ages, sport has inseparable connection with data treating. Following the mainstream and paying attention to sports data exploration are very necessary. The Chinese professional basketball club is the target subject of this essay. Through literature analysis method, the first part made a review of research status on both Internet and sport fields. The following parts have a discussion on how the Internet thinking could efficiently apply in the CBA club’s regular management and then sum up some innovate results. The study content is about the user thinking, social thinking and big data technology.

Introduction

Research Background

With the popularity of computers, the data that people has to deal with becomes bigger, which accelerates engineers to upgrade methods and technology to satisfy the demands of data storage. Thus, a series of new Internet tools came out: "Cloud Computing" applications, the information retrieval, storage and analysis system based on the “Cloud” system; Mobile Internet 4G, a new technology supporting high-speed data transmission and downloading; Big data analysis, an information approach with accurate predictive function by large amounts of data collection and calculation.

The Internet revolution not only brings the innovation for computer operation, but also subverts people's logical models through its specific characteristics. Internet has penetrated into our life, and deeply impacts on the traditional business thinking. One-way ‘transmission’ has changed into a multi-directional ‘interaction’, which fosters the so-called ‘Internet thinking’ (Zhao, 2014). Therefore, based on the continuous development of technology, the market, users, products, enterprises value chain, even the entire industry business ecology have to be re-constructed.

The Chinese Basketball Association (CBA) was founded in 1995. After that, the Chinese basketball industry moved into internationalized stage, and established numerous excellent clubs. For now, with significant international influence, and large numbers of foreign professionals to join, CBA becomes the top basketball league in global scale.

With the strong will to establish sports nation, the Chinese government put the public physical activities and sports to the top national assignment. Thus, promoting the public sport, developing sports and sport performance industries, as well as stimulating sports consumption have been operated as main methods for sports nation establishment, which also brings a fine policy environment to the professional basketball clubs. In addition, club's competitive ability is the key method to expand its influence, maintain the team players’ loyalty and fans’ support, so that it may obtain more benefit outputs.

In the new period, as management has upgraded cutting-edge strategic meanings, the appropriate usage of Internet thinking may bring lots of creative consequences. The author hopes to enhance the
strength of Chinese basketball team, to create a good image and to promote a healthy development of the basketball industry through this essay.

**A Summary of Domestic Research**

With the establishment of CBA, the Chinese basketball has been increasingly concerned and discussed. Most of the topics are related to issues as the professional basketball club's business rights, the operational management, the cultural construction, event organization, back up team training and the China-US club’s comparison. The rise of Internet is the qualitative change point of information explosion (Mayer-Schonberger and Cukier, 2013). Qualitative researches on "Internet thinking" have already emerged between home and abroad since early 1996. In this field, the definition of Internet thinking, the analysis of online media platform, the big data thinking methods and the restructure of traditional industries by Internet are the focus.

Liu Yan (2014) discussed the Internet thinking on the development of sporting goods industry, and Zhao Hang (2014) assumed that the consumer’s self-choice awareness is improving in the Internet era, so the sports company’s marketing strategy is no longer the "product-centric", but a "customer-centric" (Zhao, 2014), which is to catch the potential target consumer groups, enhance the brand tonality, improve the customer loyalty, build up fan community so as to produce greater marketing effects. The rise of electronic commerce industry has stimulated the comprehensive innovation of the sports industry. From the logistics mode of sport wearing supplies, to the OFO coaching courses reservation, and the online-sold sport events tickets, all these changes have improved the convenience and the interaction between platforms and users.

**Definition of the Internet Thinking**

Chen Xuepin (2014) indicates that the ‘Social Marketing’ is a way to present Internet thinking. From an e-commerce view, she defined the Internet thinking by studying the traditional retail B2C model and current consumer custom-made C2B model. In the context of the increasing influence of the Internet on both life and business, the enterprise has a new way to think of users, products, marketing and innovation, the whole value chain and ecosystem (Chen, 2014).

**Research on Internet media platform communication**

In the new era, the information dissemination is not a one-way form, but a multi-directional communication method with complex data sources, which is a common embodiment of the user thinking, platform thinking and flow thinking in Internet thinking. Tang Yushi (2014) implies that the contradiction of supply and demand is the source of social contradictions, which should be the key to solve specific social problems (Tang, 2014).

Modern technology provides a new solution to the problem: to build up a communication ecological circle in a platform way. The circle connects at least more than two groups, and it can improve itself automatically with the changes of the demand. Once one side develops well and brings the requirements, the rapid improvement of other side will meet the supply, thus forming a dynamic mechanism with benign circulation for both sides (Maguire, 1993).

**Research on Big Data Thinking Method**

The "Big data" model is to collect a bunch of complete, mixed data, and then to find the relevance by that range of data, so that it predicts possible results. Concerning about the scale of data and constructing the foundation by abundant data; Secondly, focusing on the correlation, and looking for the breakthrough point from the contact; Thirdly, precisely prediction, finding the nature and evolution rules by quantitative information; Forth, paying attention to the innovation of data application. All subjects are available to use the open data, or create their own collection channels; Finally, the process itself and the follow-up values of information mining are equally important (IDC, 2012).

In the 80s, NBA (US National Basketball Association) has already begun to collect the performance data of players in the field, and used it for evaluation and analysis. Zhang Jiangnan (2014) points out that the big data promotes the media integration in the communication process and the market with the capacity of predictability, which can be regarded as the media compensation in sport information dissemination. The sport industry has an unpredictable huge
amount of data, and these data may become the ‘fresh fuel’ in the coming future. Using the big data thinking methods and specific analyzing techniques to dig the information, to explore its intrinsic values will be very conducive for industry development.

**Internet thinking on the reconstruction of traditional industries**

The impact of the Internet has led to entire industry’s thinking mode adjustment. All these industries start to focus on users more. Firstly, setting up traffic awareness is the priority; Secondly, using the values results from the flow of exposure to enhance the marketing effectiveness; thirdly, the brand strategy of the products needs to be sharp and simple, in this way customers from different backgrounds could receive united information easily. Shen Yan (2014) considers that every industry has to match three points in this transformation process: 1, from the ‘product-centre system’ to the ‘Consumer-centre system’; 2, focus on consumer experience reengineering; 3, Internet the whole operation process.

**The Starting Points and Feasibility of Using Internet Thinking to Innovate CBA Clubs’ Team Management**

**The needs for clubs to enhance their own competitive advantages**

The professional sport club is a special enterprise that operates high-level sport training and competition, develops competitions and related products to pursue maximized profits (Zhao, 2014). Take Chinese basketball club as the example. The commercial operation presents a positive-related closed-loop structure. From the beginning, it has to enhance the team strengths, thus attracting the fans and obtaining the long-term investment sponsors. With the supports and incomes, the club keeps improving the overall capacity. Winning the competition can be the key to maintain fans and make them have a belonging feeling to the club. Finding the ways to improve the competition skills and maintain the fans is very important.

The relationship between enterprise and customer is no longer a one-way vertical. Interaction and participation are the two main factors. Subverting the old reporting style into the online connection encourages fans participate in the club’s development process. Fans have path to provide suggestions directly to the leader via feedback mechanism, the manager could definitely get help and useful advice the same time.

**The needs and means for sport clubs to achieve social value and improve PR images**

In order to achieve the goals of public sports, the government should strengthen the importance of physical education, and make efforts on the establishment of league. It is better for everyone to interest in at least two kinds of sports (Xu, 2014). As a popular form of sport, basketball has a unique development foundation in China.

Sports clubs are grass-roots sports organizations that organized by the enterprises, institutions, social groups and individual citizen. They use the non-governmental financial allocations to carry out sports activities as the main content (Zhou et al., 2000). Therefore, these clubs have the basic social responsibility. With considering their own situation, clubs could actively assist in the league development. At the same time, allowing club players to take participate in public sport events and being the leaders, could promote their own images and the club’s reputation. This model can efficiently motivate the public enthusiasm, increasing the local government’s attention to the basketball industry, and to provide a solution to the situation that sports at grass-root level don’t have approaches for development (Han, 2000). Marketing strategies with Internet wisdom will stimulate fans’ passion, and set up the sense of belonging on the organization during the formation of club’s unique fan culture.

**The Innovation Strategy of Professional Basketball Club Management with Internet Thinking**

**User thinking strategy**

User thinking refers that the enterprises will put users as the centre while they are doing the
market position, brand planning, product development, organizational design and all the other content. The company shows the respect to the era of consumer sovereignty.

Regard the basketball club as an enterprise, the capacity to race is its product, and the fans are users. Fans ask for the victory of competition, however, they also require the ornamental spectacles. NBA could be a high-quality model in this field. American basketball clubs notice the demand from the audiences, so that they stress the importance of ornamental factors in the race. As a result, the players have lots of exercise in the training process especially for this part.

Another key rule of user thinking is peddling a sense of participation. Allowing the audience experiencing the product development can be a tricky way. On one hand, collect users’ preference to different tactical skills through a variety of ways. On the other hand, quickly establish a dedicated online social network. The official report aims to cause discussion, and fans can respond their ideas to the topics via the platform. By the lowest cost way, both users and team managers could gain the benefits. Once the fans have the feeling that they are "deeply participate in and build their own exclusive team", it can deepen the emotional connection between the fans and the club.

Social thinking

Social thinking refers to the using of social tools, media and networks to reshape the relationship between enterprises and users. The consumer exists as a "point" in the traditional business model, and has a vertical connection with the company. However, in the socialized business model, consumer constitutes the net, and has a horizontal interaction with the sellers.

The establishment of an equal two-way communication pattern is not only to create an official social media channel, but also allow the audience to express themselves directly. Audience will gradually grasp the right to speak, eager to use their own eyes to observe the truths. Allowing them express with their own words can increase the inner sense of identity. Fans hope to have direct interaction with the teams, and to set up a trust path by expanding their channels of communication can be extremely valid. Clubs can constantly build up positive feedback in the network environment by strengthening the online PR and gaining excellent public praise from their offline landing activities, which results in obtaining a better external image.

Big data thinking strategy

Big data thinking concerns the huge amounts of data, because it has the extensive values that the small database does not have. The nature of this method is to reply the law of universalization.

Professional basketball clubs could use data research to analysis winning rules, which could be translated as a reference if a training plan drafted. The player's physical situation, the training measure, the ranking of audience’ preferred actions, the venue facilities, the parameter of sport product, the multi-dimensional parameter of player’s performance may effect on the level of competition, so these data should be quantified. After a comprehensive data collection and integration, applying the specific calculation rules studies different goals, and summarizes a corresponding conclusion. It can assist in the immediate tactical strategy adjustments, and this evaluation is real-time and professional. By analysing the audience’s feedback of reflecting the level of the competitive sports, coaches can understand the rhythm of the game, and also provide assistance to the follow-up training program.

The athlete's body data, including blood type, height, weight, strength quality, endurance quality, speed quality, flexibility and quality, dietary structure data, sensitive quality and even psychological quality can all be collected for digging out more useful information. The harmonious points that are adapted by all data is very pivotal for helping the players finger out their exclusive customized training methods.

Conclusion

In October 2014, the State Council issued the "Opinions on Accelerating the Development of Sports Industry and Promoting Sports Consumption", which clearly stated that the total size of China's sports industry in 2025 should strive to exceed 5 trillion Yuan. To achieve this objective, the
development of sports industry still needs to be speed-up. The professional basketball club’s development is with highly strategic value.

“Internet thinking” it's no more a simple definition given by any community, but a logical mode has impacted the whole society. Even the sports industry has gradually been changed. Whether on the court or out of the field, the performance of the players, the coach's tactical layout, referees’ decision or the experience of the fans, all have links to this advanced technology logic.

The development of sports requires innovative thinking and forward-looking administration method. Decision makers draw on the essence of Internet thinking and come up with the strategy, it also requires the managers have the user thinking, social thinking and big data analysis techniques. Only in this way can they effectively help achieve the team's innovation management development.

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