

## Research Article

# Operation of European Football Supply Chain in China Based on Meta-Analysis

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Football is a sport in which two teams play offense and defense against each other on the same rectangular court according to certain rules. As a key project in China's professional and commercial development, football supply chain has its own mode of operation. In order to compare and study the operation of European football supply chain in China, in this paper, we conduct a study on the operation of European football supply chain in China through principal component analysis to establish a model suitable for the operation of Chinese football supply chain. It is concluded that through research under the existing model, we should establish and improve the system, change the supply chain management mechanism, establish and improve the operation mechanism, clearly establish the ownership of the supply chain, and clear the rights and responsibilities. In addition, we also adopt an independent operation mechanism in line with the market and a self-financing business operation model.

## 1. Introduction

As the world's number one sport, football occupies an important geographical position in the global competition. A country's performance in football reflects the country's comprehensive strength, international political and economic status, and influence, which cannot be ignored [1].

Their football supply chain league operation mode is very characteristic, has been gradually accumulated in the decades of business operation, and has a set of perfect league operation mode. As of the 2018/19 season, the top five football leagues (La Liga, France's Ligue 1, Premier League, Italy's Serie A, and Germany's Bundesliga) account for 75% of all European league revenues. Football is the number one sport in the world. However, football is still a brand new thing in China. According to the analysis of the existing data, the operation of Chinese supply chain is still in an exploratory period.

The European football league is to improve the appeal of the game, market-oriented development as far as possible to meet the needs of consumers, and profit as the ultimate goal of its marketization development. Due to the late start of Chinese supply chain, their operation mode is still in the

exploratory period. This article uses the method of documentary, comparison, and analysis to Chinese football supply chain league operation with mature operation and commercial operation is a comparative study of successful European football supply chain, in order to seek a new way of thinking for the operation of the Chinese football league supply chain, promote the establishment of suitable for China's soccer league operation mode, Accelerate the process of professionalization and commercialization of Chinese football supply chain league.

## 2. Comparison of Operation Objectives of European Football Supply Chain Leagues in China

In order to achieve better performance and improve China's football level, the Chinese Football League has carried out a clear operation target positioning. The significance of a business plan is that it is the outline and guide of other plans of the enterprise. It is characterized by decision making. Based on the premise that enterprises are relatively independent commodity producers and operators, it is

formulated and compiled according to the external environment of enterprises and their own capabilities.

The purpose of the constitution of China's Football Association is abide by the constitution, laws, regulations, and national policies of the People's Republic of China, observe social morality, abide by the statutes of the International Football Federation and the Asian Football Federation, unite football workers in China, extensively develop football, and vigorously develop football. To enhance the people's physical fitness, enrich the people's amateur cultural life, improve the level of football, and strengthen the construction of social spiritual civilization, strengthen the contact and exchange among the members of the association, and strive to improve the management system and operation mechanism of Chinese football, To promote the improvement of the management level of member associations, professional supply chain and other football organizations, to take an active part in the official matches and activities of the International Football Federation and the Asian Football Federation, to promote international exchanges, and to enhance the friendship between football associations, supply chains and players in various countries and regions.

In 2016, China issued a report entitled "Medium and Long-Term Development Plan for Chinese Football (2016–2050)," which divided the development of Chinese football into three stages. In terms of development goals, the plan will be divided into three stages: short-term goals (2016–2020)—strive to achieve the development goals of maintaining the basic, strengthening the grassroots and laying the foundation of Chinese football; Mid-term goal (2021–2030) strive to achieve the development goal of Chinese football with more power, more vitality and more influence, and to be among the world's leading teams; Long-term goal (2031–2050) To fully realize the goal of being a first-class football power, realize the all-round development of Chinese football, realize the football dream of the Chinese people, and make due contribution to the world football sport.

Its main goal is to ensure the basic, strong grassroots and lay the foundation of Chinese football. Ensure basic: basically meet the needs of the people in football, so that the needs of the people to carry out football venues, time and so on can be met, and form a good football atmosphere. Strong grassroots: strengthen the construction of campus football. Lay the foundation: initially establish the football management system and mechanism with Chinese characteristics, create the framework of policies and regulations, build reasonable competition and training system, and basically form the coordinated development of football cause and industry [2].

It can be seen from the above articles of association and the documents of the long-term plan of Chinese football that the primary goal of the development of Chinese Football League is to fully realize the goal of becoming a first-class football power, to realize the all-round development of Chinese football, to realize the football dream of the Chinese people, and to make due contributions to the world football.

Capitalist countries experienced hundreds of years of blood and tears, slowly forming a relatively perfect market

economic system structure and production means of private ownership of the formation of the European professional supply chain and European football leagues [3]. The state of nature is an economic phenomenon generated by demand. Their operation mode, mechanism, and system evolved in the process of the continued survival of the fittest in the market economy, but they do not form interference factors in the process. As their real economy, they want to give Europe a positive, watchable, and valuable "product." The outcome of football matches is unpredictable because of factors beyond your control. Because the outcome of the competition is so uncontrollable, it attracts the European people to become obsessed with it. Therefore, European football league to improve the appeal of the game, market-oriented development, as far as possible to meet the needs of consumers, so profit as the ultimate goal of its market-oriented development.

To sum up, the development goal of China's football league is to fully realize the goal of becoming a first-class football power, realize the all-around development of Chinese football, realize the football dream of the Chinese people, and make contributions to world football. European football league is to improve the appeal of the game, market-oriented development, as far as possible to meet the needs of consumers, profit as the ultimate goal of its marketization development.

### 3. Comparison of Operation System Changes of European Football Supply Chain Leagues in China

Human beings as actors are purposeful. Institutions are intended or unintended consequences of purposeful behavior. From the root point of view, institutions can also be divided into two types, one is the internal system, and the other is the external system, so we can divide institutional change into two types, which are temptation leading type and compulsion type, respectively [4]. Induced institutional change refers to the spontaneous changes made by a group of people in response to profit opportunities caused by institutional imbalances; mandatory institutional changes refer to changes caused by government decrees. Although spontaneous institutional change usually requires government action to promote it, for the sake of analysis, this paper distinguishes these two types of change.

Compared with Europe, China's sports industry has a late start and is not perfect in many aspects. There is a lot of space for exploration [5]. The professional football system in China started entirely with government-mandated supply, and the model of this system was established from top to bottom.

The natural evolution of market demand and system fails to become the main path of change. Producers of professional sports products in China depend on the government, not the market. The system is provided to supply chain alliances and supply chain organizations to obtain profits from producing relevant new products. The change of China's professional sports system is carried out within the

scope of social environment, including political, economic, legal, and cultural level. It can be seen from the above that the arrangement of the producers of professional sports products depends on the government rather than the market, which makes the institutional change caused by demand not become a closed cycle path, but a change path of a non-market orientation composed of the government and consumers.

The operation mode of sports organizations in European countries is formed from bottom to top, which has experienced many years of institutional reform and the various games with its interests. Its system has a high degree of running-in with its national legal system and economic system. The system of its football league changes from bottom to top.

Eurosport’s model of operation is determined by the market, not by governments. Is what the market needs to support the product and the direction of the market needs to develop, to the market system for perfect.

To sum up, the change of China’s sports organization operation system is started by the government’s compulsory supply, which is implemented from the central to the local and established from top to bottom or can be said to be promoted by the government. The Chinese government is in full control of the perfection and exploration of sports organization system. In Europe, the European government has only macro-regulation.

#### 4. Comparison of Organization, Nature, and Management Characteristics of European Football Supply Chain Leagues in China

*4.1. China.* At present, the operation of the Chinese Football League is managed by the local football associations, which are managed by the provincial football associations (except for some local football associations which are at the same level as the provincial football associations, such as Nanjing Football Association and Jiangsu Football Association). The provincial football associations are directly managed by the Chinese Football Association. The Chinese Football Association supervises and administers football affairs at the national level as authorized by law and entrusted by the government (see Figure 1 for the relationship between China’s football organizations).

The Chinese Football Association (hereinafter referred to as the Chinese Football Association) is an organization engaged in football in China and is a national non-profit sports association legal person of its own free will. The nature of the non-profit community groups, but its leaders are appointed by the state general administration of sports and appointed, 2016 football sports management center (the original subordinate units of the General Administration of Sport of China) revoked, the original football management center of functional responsibilities are classified in China football association, the Chinese Football Association to the identity of the corporation to supervision and management of the affairs of the national football, It is similar to administrative organs and public institutions, and under the

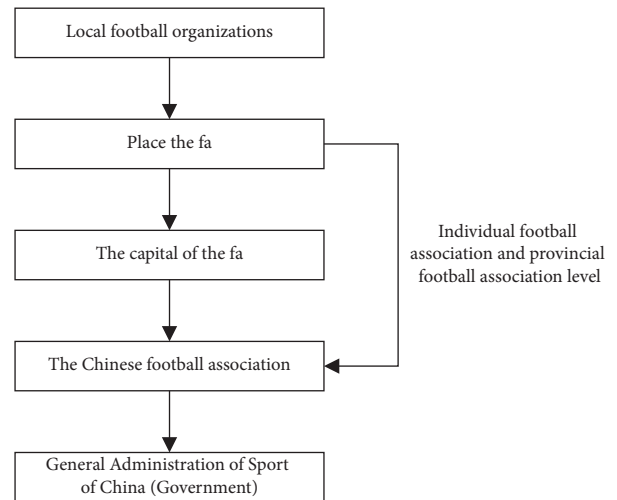


FIGURE 1: Organization structure chart of Chinese football.

TABLE 1: Ticket and commodity sales revenue of Guangzhou football supply chain (ten thousand yuan).

Project	Ticket revenue	Revenue from commodity sales
2014	5453.9	2383.9
2015	21023.9	2505.5
2016	4772.2	1042
2017	4783.3	1238.61
2018	4123.1	2400.17
2019	5520.42	2936.85

Data source: according to the annual report of Guangzhou football supply chain.

direct leadership of the General Administration of Sport of China, which belongs to the relationship between superiors and subordinates. Therefore, the Chinese Football Association has an administrative level.

At present, Tian He Stadium, the home stadium of Guangzhou football supply chain, has an average audience of more than 40,000 per game from 2014 to 2019, which is the largest among all the supply chains in the Chinese Super League. The number of fans on Tie Ba and Weibo has been 4.683 million and 7.97 million, ranking the top of the Chinese Super League [8–10]. All kinds of data show that Guangzhou Evergrande has the largest number of fans in the Chinese Super League, which lays a good economic foundation for the establishment of the fan trust, as shown in Table 1.

Because the football league organization is a non-membership organization, it belongs to the non-professional league. Between football association and supply chain is more rely on administrative means to restrain and manage. In the operation of football league, football association may not be able to fully stand on the interests of the operation like professional league, thus affecting the market benefits of football league to a great extent.

*4.2. Europe.* At present, after a long time of exploration, European supply chain’s operation mode is gradually

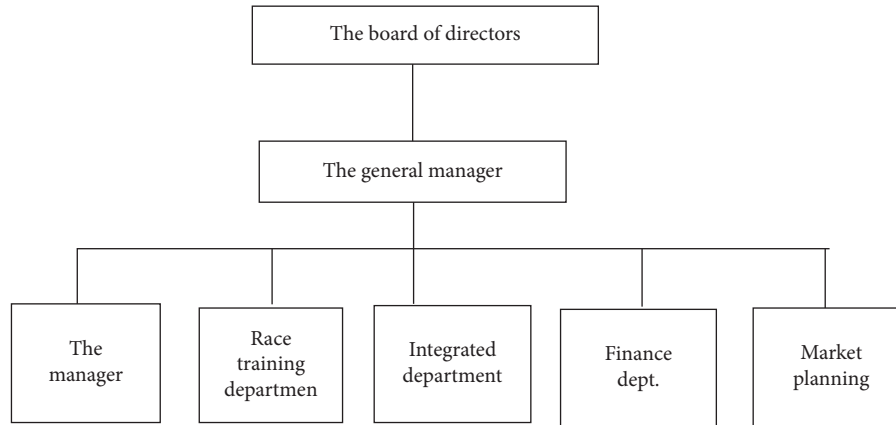


FIGURE 2: Schematic diagram of organizational structure of Chinese football clubs.

professionalized and commercialized. Its main funding comes from sponsors. As of 2018, Manchester United has a sponsorship fund of 279 million euros, with 68 sponsors, including shirt sponsor Adidas (85 million euros) and giant sponsor Chevrolet (53 million euros). However, the development of specialization and commercialization can ensure that the players have food, clothing, and shelter, so that they can devote themselves to the work of football. This greatly increases the motivation of the players.

Similar to China, Europe is also a corporate organization, but it is a for-profit corporate organization. As its football association, it belongs to its European countries such as the United Nations for Sport, He has the right of autonomy in dealing with affairs in the football organization and has certain authority in the football supply chain.

Union of European Football Associations (UEFA) usually makes decisions on major issues by voting with full consideration of the reality and the interests of all members. Its use of such a method has many characteristics: transparent management, fair and democratic, benefit sharing, and risk sharing, forming a business as a whole [6].

We find that Chinese football organizations operate under the direct management of associations, while European organizations operate under the simultaneous management of associations, leagues, and supply chains. This shows that the European organization structure fully considers the rights and interests of each member, so that everyone can participate in major decisions, forming a strong business whole [11–13]. Chinese football organizations operate under the direct management of associations, while European organizations operate under the simultaneous management of associations, leagues, and supply chains. Chinese football is more directly managed by the government, while in Europe, it is more dependent on supply chain sponsorship incentive mechanism, which affects its market efficiency.

## 5. Comparison of Organizational Functions of European Football Supply Chain in China

*5.1. China.* At present, the best corporate management examples of Chinese supply chain are Beijing Guoan and

Shanghai SIPG, whose management is “secondary management.” The plan passed by the chairman of the board of directors of the supply chain is implemented, while the head coach of the team is implemented under the leadership of the general manager. The general manager is elected by the board of directors, and its detailed organizational structure is shown in Figure 2.

Most supply chains in China are jointly handled by the board of directors and the football association. Coaches, athletes and the site is provided by the local football association, the supply chain has not unified organization structure model, because he will only according to their own development needs professional departments and establish what department, even most of the staff is in a state of part-time job, this may be a limit for the supply chain itself development. As a result, there are no important and indispensable professional divisions in their supply chains.

*5.2. Europe.* European supply chains are divided into private, corporate, and joint-stock operations. They have a clear organizational structure and division of responsibilities. The board of directors of the supply chain is composed of the investors of the supply chain, and its organizational structure is shown in Figure 3.

European supply chains are usually independent, and their advantage is to be flexible and to improve themselves according to market needs. In the process of operation, it is responsible for its own profits and losses and pays certain taxes to the state according to the laws of the country. The supply chain defines the rights and obligations of both parties by looking for coaches and players suitable for their development and signing contracts with them. The board of directors of the supply chain is established by the investors, so when making important decisions, they will elect the right choice which is best for the development of their supply chain according to their own development.

The cooperation between different departments makes the supply chain form a corporate operation mode, and it will adjust the departments it needs according to its own development and gradually explore and improve in the process of development.

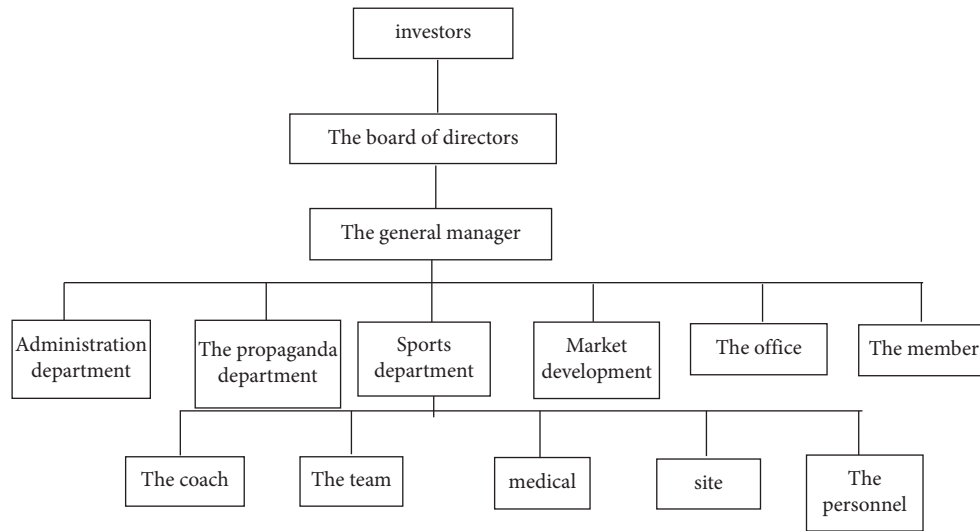


FIGURE 3: Schematic diagram of organizational structure of European football clubs.

To sum up, the Chinese football supply chain was not unified organization pattern, just according to their own needs what profession department set up the professional division, however, a lot of important professional department is the supply chain is of vital importance to the development of the department, propaganda department, market development department, for example, these departments are all played a role. However, the various organizations of European supply chains are relatively sound, and they will add more professional departments according to their own development needs, and their responsibilities and functions are very clear.

*5.3. Comparison of Property Rights Relations between Chinese and European Supply Chains.* Modern enterprise system as a “clear property rights, well-defined right and responsibility, the government, separate, management science,” to establish modern enterprise system of shareholding system for the development of Chinese football supply chain goal, and our country most of the supply chain for the local association and enterprise joint, a few enterprises wholly for, although the joint handle may well play their respective advantages, resource conservation. However, there is no way to screen intangible assets such as coaches and team members invested by the sports bureau. As a result, local associations and enterprises jointly manage the property rights and responsibilities, and there is a lack of internal constraints and supervision system. When the supply chain benefits sharing, debt sharing, because of the property rights, responsibility is not clear, will affect the normal operation of the supply chain.

European football technology famous mo belongs to Spain, spread of such a word, imitate the Spanish football is not much, but, imitate the Spanish football is very knowledgeable people, which shows the Spanish football technology of the place. In Spain, the sports law gives professional supply chains the status of “sports corporation.” German professional supply chains call it a “commercial

sports enterprise.” As early as 1968, Italy reformed its football organization and changed all professional supply chain into football companies. In Asia, Japan and South Korea lure athletes to companies with strong financial backing to keep them motivated [7].

To sum up, the property rights of professional supply chain in China have great problems. The division of property rights and responsibilities is unclear, and the internal mechanism lacks constraints and supervision mechanism. However, the European supply chain operates in the form of an enterprise, which is in line with the modern property rights system. The board of directors is jointly recommended and funded by the supply chain, and then the board of directors hires the general manager to operate the supply chain. The property rights of the supply chain are clear, and the supply chain has a sound restriction and supervision mechanism.

*5.4. Discussion.* It can be seen from the previous data that the Chinese football supply chain is an amateur league, and it will not stand in the interests of the supply chain management. Mechanism from the current China’s football league operation objectives can be seen that the Chinese football market economy has not fully established, the administrative mechanism and market mechanism is mainly due to the intervention, resulting in the direction of the supply chain operations cannot according to their need for development, all kinds of public ownership of property has led to some supply chains with deep pockets to buy strong players. As a result, Chinese supply chain cannot develop in a balanced way, and a good competition mechanism cannot be formed. As a result, the polarization between the two levels is very serious, which makes Chinese Super League unstable.

In their eyes, sports industry is a huge industry, and its profit value is precious in their eyes. The incentive mechanism of staff at the supply chain and only pay attention to the individual employees, thus ignore the interests of the

entire supply chain, resulting in the supply chain there is a one-way from top and bottom of administrative constraints, this kind of restraint has great disadvantages, rather than mutual restriction, mutual supervision of management. Foreign supply chain from capitalism in the state of the union, has a relatively perfect mechanism, also has a mature governance structure, the supply chain mainly adopts financial self-sufficiency, independent, self-management, a management mode, because when the supply chain need what mechanism to adapt to the development, there will be pressure to produce the supply chain to improve.

Because in its supply chain mechanism, profit is its primary goal. Therefore, the supply chain and the staff form an interdependent relationship, and the staff will devote themselves to the supply chain's corporate development. For a number of market reasons, the strength of each supply chain is balanced and promotes each other's development [16, 17]. They will maximize their own interests. They also seek to develop together, so that the supply chains make rules and supervise each other.

## 6. Conclusion

The constraint and supervision of Chinese supply chain are considered one-way constraint from top to bottom, rather than mutual constraint and supervision, while Europe mainly adopts a good mechanism of self-financing, independence, and self-development, and each supply chain can better regulate and restrain each other. Based on the comprehensive analysis of six aspects of the operation of football supply chain leagues in China and Europe, we have the following suggestions for Chinese supply chain to achieve professional and commercial development:

- (1) Establish development goals corresponding to its own development.
- (2) Improve the management system of the supply chain.
- (3) Establish a more sound organizational structure to make the property rights and responsibilities of the supply chain clear.
- (4) Operate in accordance with the market operation mechanism by being independent and responsible for profits and losses.

## Data Availability

The experimental data used to support the findings of this study are available from the corresponding author upon request.

## Conflicts of Interest

The author declares that there are no conflicts of interest.

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