

On Building and Managing Chinese Comprehensive Sports Club by Viewing NPO Incorporation of Japanese Sports Industry

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Abstract After examining and explaining the NPO incorporation in Japanese sports, this paper analyzes the building and managing models of Chinese comprehensive community sports club according to the specific condition of the developing community clubs in China. It puts forward to setting up a model combining strong government and big society. Some corresponding measures have also been proposed as perfecting law system, exploring effective socialized management system and setting up NPO aiding center.

Key words NPO; Incorporation; Comprehensive community sports club; Sports management

1 Introduction

NPO, the so-called Nonprofit Organization, is also referred to as “non-governmental organization”, or “voluntary organization”, or “the third department” etc. Generally it refers to the non-governmental social organization aiming at various kinds of voluntary public or mutually beneficial welfare activities. Thus, NPO incorporate organization is the one focusing on organizing “specific nonprofit activities”. On December 1, 1998, the law of promoting specific nonprofit activity began to be practiced in Japan, which made the range of nonprofit activity clear and sports being included. This law made the nonprofit organizations in Japan developing rapidly, and the number of registered NPO incorporates increased from 1072 in 1999 to 34941 in 2008. The promoting law will award the qualification of “NPO Incorporate” to the organizations and groups which meet necessary requirements. Those certified organizations or groups will be funded by government and enjoy many preferential policies. After being incorporated, these organizations usually get their social status and reputation increased, and they are able to attract much more members, participants and grants from enterprises as well. Sports NPO refers to the “NPO Incorporate” dealing with nonprofit activities related to sports and its working objective records submitted to relevant department include “sports”, “entertainment”, “health” and “strength”. NPO of Japanese sports, which is a specific pattern of NPO incorporate organization, was just certified in 1998, and now has come into a time of fast development.

In Japan, the scope of sports NPO activities becomes wider and wider, covering such as female sports, the disabled sports and some important events etc. Nowadays, most activities organized by NPO mainly center on “sports service and supply”, and in the future they will largely focus on “study, support and aid”. The increasingly growing number of sports NPO incorporates brings great energy to the development of Japanese sports. Sports environment is greatly improved and Japanese government, subsequently, set up subsidy system, which also encourages government to find out some new ideas on administrative plan, city building, education support, and measures to aging. Meanwhile, enterprise’s grant and support for sports NPO have also become more and more active. More and more enterprises take the grant as a type of investment to directly get in touch with customers. Therefore, the contribution of NPO incorporate to society is not one-sided, but a chain-reaction type. The Prosperity Plan of Japanese Sports issued in 2000 also put forward particularly that there was still a great space for the cooperation among community sports, competitive sports and school sports etc. Sports NPO incorporate should exploit effectively the business running resources in community, and cooperate closely with schools and enterprises. These have become a great chance for Japanese sports system tuning to be “independent”.

2 The Definition and Model

2.1 The definition of comprehensive sports community

Japan is a county which set up comprehensive community sports club quite early. By borrowing relevant experience from Germany, British and French etc, Japan began to experiment on the promotion of such clubs in 1995. Chinese researcher mainly focus their studies about this type of club on the function, feature, developing pattern, running manner, current condition and problems of Japanese comprehensive community sports club. As for the study on such club in China, it is almost a blank yet.

Combining some experience from Japan and examining the current developing condition and scale of Chinese community sports club, the comprehensive community sports club is defined as a nonprofit organization which takes all residents of different age, gender and sports level in the community as its participants, is formed voluntarily according to common target and interest with the particular sports facilities within the area of the community as a support to launch various kinds of sports activity frequently, and is run and managed independently by the community residents themselves.

2.2 Building model of comprehensive community sports club

Comprehensive community sports club takes the club as the main body to realize its idea of developing community sports. Based on sufficient supply of open sports facilities, and the continuous improvement of sports instructor training, sports goods renting, and sports information supply, the club aims to provide opportunity for sports activities, make people realize the importance of sports, and cultivate some community residents' sports organization with self-achievement and long-lasting arrangement. After getting the qualification of NPO incorporation, a complete comprehensive sports club will mainly include the following aspects (as shown in figure 1): 1) club member 2) sports playing ground 3) sports instructor 4) sports facilities 5) running committee 6) the team assisting and supporting the club.

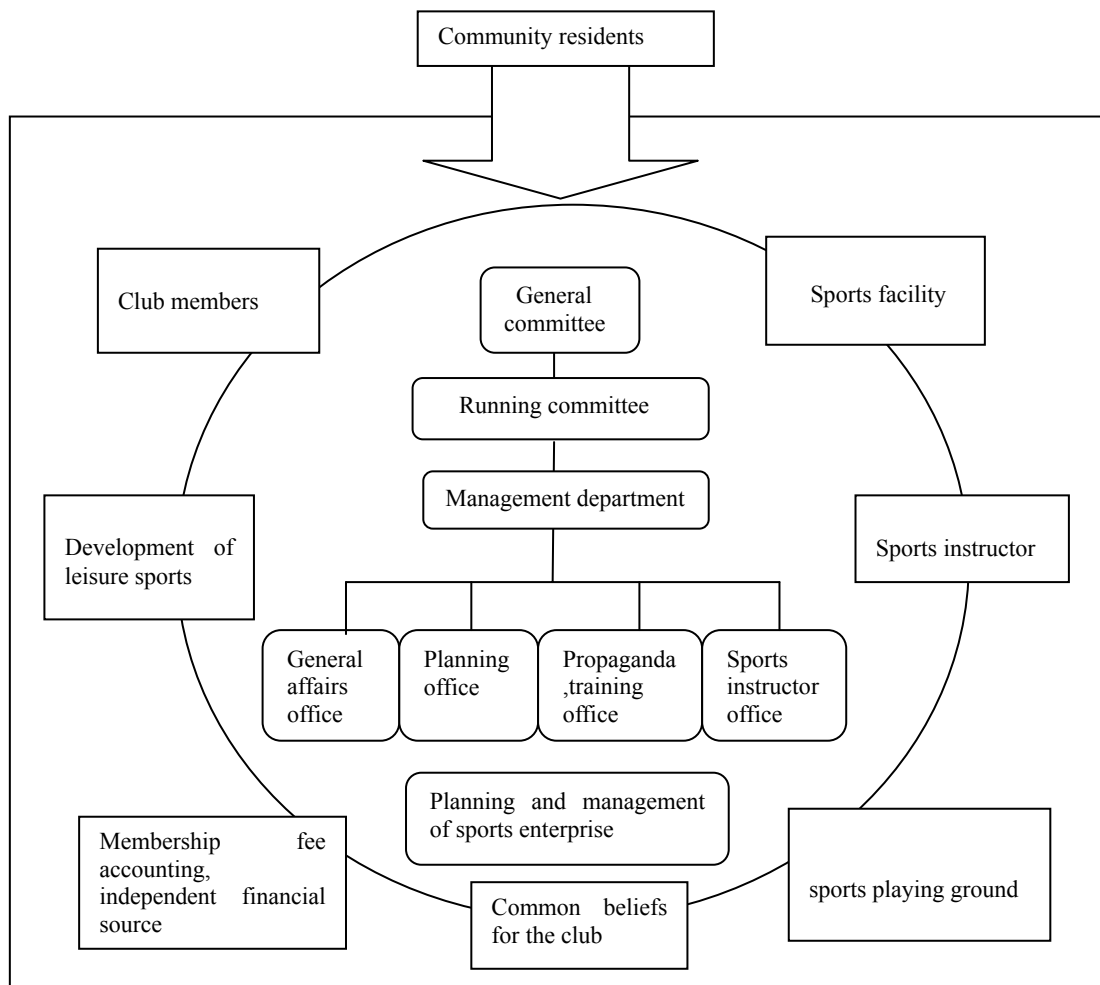


Figure 1 Model of Comprehensive Community Sports Club

3 The Managing of Chinese Comprehensive Community Sports Club

3.1 The running of Chinese comprehensive community sports club by viewing NPO incorporation

Because of NPO incorporation, the running and managing of comprehensive community sports would not be administration-centered, but be carried out by community residents. After obtaining the qualification of NPO incorporate, club can gather some due fee for membership, attract donation widely

from community to maintain its running; and at the same time government can put part of the revenue collected from state-owned professional sports organizations into the club as a supplement to the club running fund and enhance the construction of public sports facilities and the openness of school sports facilities to guarantee that the club, based on a steady running of itself, could be widely built up. In this way the expected objectives of community would be met. This kind of club undertakes all the tasks of community sports, and thus the running manner must meet the requirement of various developments of the community.

At the initial stage of the club, state must provide some help to it by applying quite many preferential policies and supplying some fund to the club to make its running start successfully. Then at the intermediate stage, the club should be gradually transformed from with government intervening to complete self-running. At last, the club would apply a semi-public-beneficial and semi-consuming model of running and managing. Comprehensive community sports club should be an entity which is public beneficial, nonprofit making, market facing and business operating. Its running is largely made up of community residents' self-managing and self-operating, and government would appropriate a certain amount of money to the club from some special fund to provide the club with part of the fund needed by public sports service. Some preferential taxation policies should also be provided by government to the club. The club could also collect a certain amount of fee for membership as a supplement to the payment for instructor's work and the cost for maintaining play grounds and other sports equipment. So this running model which changes community sports to be semi-public-beneficial and semi-consuming could attract much more force from market to allocate the current sports resources.

Community sports must include two parts: sports enterprise and sports industry. At present, the problem of mixing sports enterprise and sports industry exists in china's sports management. After the division of right, administrative department of sports will take on the macro-management of public sports, while community sports club will undertake the micro-management of public sports and be in charge of dealing with specific affairs about sports. According to the new public sports managing system, the gathering of public sports fund must be transformed gradually from relying on state appropriation to industrialization. The growing process of current community sports and fitness club also tells us that various types of running models should be included, especially after comprehensive community sports club getting the qualification of NPO incorporate, the club could increase the sources of its fund, for example, income of club, grant, subsidy, interest and loan etc. All these could be regarded as legal only after getting the qualification of incorporate. Therefore, the qualification of the incorporate of the comprehensive community sports club means that the club will be enhanced from being dissociating to a stage of entity development, and becomes a main body with its own organization, right and responsibility and a body much more widely accepted by society.

3.2 Setting up the running model of comprehensive community sports club by combining government and big society

The popular running models of community sports club at present in china are: 1) the public beneficial type mainly relying on the administrative assistance of government; 2) the business-running and managing model mainly featuring in the sports clubs initiated by governmental and administrative departments; 3) the running model mainly centering on community club. The above three types of running models all are quite fit for our country's current situation. Due to different economic power and development in different area, these three models can be taken as the three steps of building the running models of comprehensive sports club.

At present the basic characteristic of Chinese sports system reform is that the relationship between government and society is "small government, big society". Without the force from government regulation and control, all the reforms in the fields of economy, society and sports would be impossible. In this sense, it is need to shape "a small government", yet "a strong government". That is to say, "strong government, big society" would be a new type of running model for comprehensive community sports club, and would also be a system requirement and features of the healthy and rapid development of Chinese urban sports.

The basic definition of "strong government" is: in the process of comprehensive community sports club's building and developing, government's administrative sports department is a unit which can execute effective regulation and control, that is, within the scope of legal right, this governmental department controls the club by emphasizing mainly on the sports planning, the guiding, and the relationship coordination and supervision among different levels within the area of community. Give up managing specific activities and affairs within the club and let the club fully carry out the responsibility and right as a public beneficial incorporate and offer community resident public sports service.

The basic definition of “big society” is : various kinds of non-government social sports organization and folk sports team develop well, fully play their organizing and managing role in community sports activity, and the autonomous control of community sports is truly realized. To build the “strong government, big society” running model of comprehensive community sports club, firstly a reasonable organizing structure for community sports should be set up. This structure includes four levels: leading system, decision system, regulation system and execution system. Each system interacts as shown in figure 2

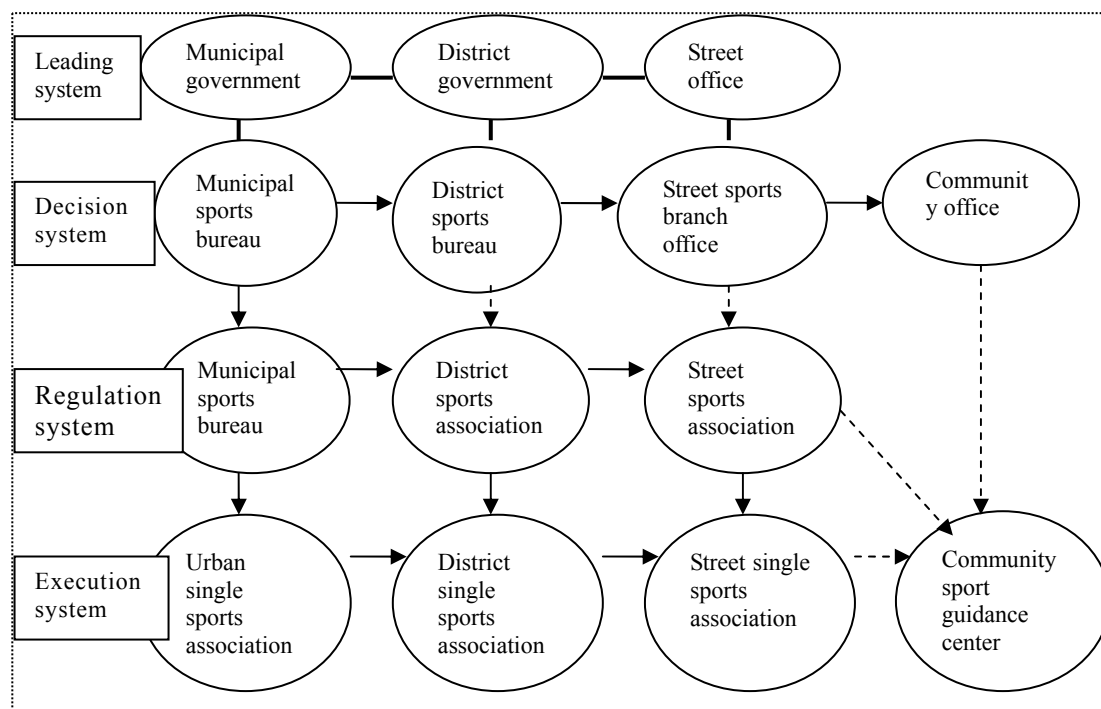


Figure 2 The Managing Model of Comprehensive Community Sports Club by Combining Government and Big Society

4 Suggestions and Countermeasures

4.1 Perfect legal system

At present the rules for managing and registering private non-business unit and societies are not fit for the status and behavior of comprehensive community sports club. To solve the problems in the system of registering and tax collection, the rules in western developed countries and china about the registering and the tax-freeing of nonprofit organization should be referred to according to the specialties of sports by viewing NPO. Some coordination should be made with relevant departments to issue some rules and policies targeting at sports nonprofit organizations. Some specific and feasible management rules should also be made about the club’s preparatory bid, organizing unit, fees charging for activities and surplus dealing. Now many of our fundamental sports organizations are facing a conflict between social legality and law legality, and comprehensive community sports club is no exception. Besides, relevant laws and regulations should be perfected to make comprehensive community sports club both socially legal and legal in law.

4.2 Explore effective socialized management system

Our sports management system is altering now. Its basic rule is make the management socialized, that is, government gives its power to society, weakens the immoderate reliability of some sports society and organization on government, makes them become private non-business unit in a complete sense, and realize the lasting running and nonprofit making of club. Such kind of non-governmental and nonprofit making organization will not only lessen the load of government and lower management cost, but also develop its own advantage in management. This will meet the trend of sports management socialization.

4.3 Building NPO sports aiding center

NPO aiding center refers to the unit which supplies information consulting, training and daily

service to NPO, with its aim being promoting a smooth and orderly progressing of NPO activities. There are no such units in China at present. In Japan, to ensure a healthy development of NPO, there have been 289 aiding centers till 2008 which nearly become a aiding net spreading throughout the country. Our development of NPO is quite late and there has not such center yet. Therefore, nonprofit organization which fits the current condition of china and sports development scale should be set up as quickly as possible. The aiding center will take some positive effect on the healthy development and progress of the sports organization like comprehensive community sports club. The main functions of such centers is service providing, including daily business service, regular training, consultation and information supply, and promoting good communication among NPO incorporate organizations etc.

5 Conclusions

Comprehensive community sports club is still a new thing in China. It has essential difference with the early community sports club in activity content, development objective, concept of running and managing, unit setting and especially in the feature of incorporation. With the large scale development of NPO in China and after incorporation, comprehensive community sports club will be run more and more according to the rules of market economy. Its model building and management would become more scientific and detailed. Performance management and evaluation system will be brought in. But the most basic value of comprehensive community sports club will never change, which is to provide public sports service for the public. For the future NPO, there would be some touch of business-running. The understanding for the aim of NPO should be more complete and realistic. As for the pressure of running, increasing “customer source” would be the best way out.

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