

SWOT Analysis and Strategy of High Level Tennis Talent Cultivation in Colleges

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Abstract: This study utilizes the analytical method of SWOT to form the SWOT matrix through analyzing the advantages, disadvantages, opportunities and challenges of high level tennis talents education in colleges. We argue that the external opportunities of tennis talents education strategies are greater than external threaten, internal disadvantages exceed internal advantages. The research shows that the W-O strategy is more appropriate for current development strategy of high level tennis talents education of colleges. During the process of formulating policy, we suggest: (1) enhance the construction of coaches; (2) confirm the correct direction of tennis talents education targets; (3) construct the tennis talents education mode which can adapt to the socialization, marketization, and industrialization; (4) speed up the reformation of contest system.

Key words: Colleges; High level tennis talents; SWOT; Strategy selection

1 Introduction

The studies based on strategy selections of SWOT analysis infiltrate every walk of life in China, like the study of human resource ability construction, development of green logistic and so on. But the relevant studies in the field of physical education mainly focus on the level of analysis to the physical education tourism, the stadium and gymnasium, the advantages, disadvantages, opportunities and threatens of equipments. And there are just a few studies about high level equipments utilized SWOT, there is just a study on development modes of high level equipments of Chongqing colleges —based on the perspective of SWOT analysis by Yan Shenglan. In this study, the author advanced the three development modes of SO, WO and ST, there are the type of internal advantage and external opportunities, the type of external opportunities and internal disadvantages, and the type of internal advantages and external threaten. Besides the studies above, there are amount studies about the current situation investigations and strategies of high level tennis talents equipments, but the studies focus on the tennis talents education is on a million.

Undeniable, the studies above have momentous reference value and significance to this research, but the past studies neither utilize SWOT analysis to discuss the high level tennis talents education, nor involve the strategy selections. Therefore, it needs to investigate and study deeply and roundly so that we can achieve the target of educating the physical education talents in our country.

2 The Target Orientation of High Level Tennis Talents Education of Colleges

The construction of high level equipments is a crucial action with multiple forms, channels and levels. It focus on opening a new avenue to cultivate more high levels athletes for our country, and it can also improve the sport level of colleges. High level tennis equipments also have to be charged in the responsibility of education of ordinary and professional tennis talents. It is not only an important section to expand the popularity, elevate the influence and increase the enrollment of students, but also a significant channel to consummate the strategy of “combining sports and teaching”, execute the strategy of Olympics spirit and cultivate the high quality sports talents. The target is to finish the competition assignments of World University Games and domestic and international sports competitions. Then the sports of our country can get rapid improvement.

3 The SWOT Analysis of High Level Tennis Talents Education of Colleges

SWOT analysis is also called superiority weakness opportunity threats. It was first advanced by Professor Wehrich of San Francisco University of U.S.A from 1980s, and was widely utilized in the field of strategy management field. SWOT analysis, is combing the study subject with relevant internal strengths and weaknesses and external opportunities and threats, and then construct the matrix by investigations. We can construct the SWOT matrix of high level tennis talents education of colleges. (as shown in Table 1)

Table 1 The SWOT Matrix of High Level Tennis Talents Education of Colleges

	Strengths (s)	weakness (w)
Internal Factors	1. The scientific research capability is strong 2. The amount of the commercial competences is increasing 3. The career advantages are obvious 4. The cardinal number of talents is expanding	1. The teaching level of the coaches is poor 2. The restrict of management level 3. The education direction is not clearly 4. The restrict of fundamental facilities
	Opportunities (O)	Threats (T)
External Factors	1. The social is stable and the economy is sustained growing 2. The support of relevant policies 3. Tennis become socialized and commercial 4. The successful experiences in China	1. The quality of students is disproportionate 2. The threat of competence system 3. The evaluation criteria is not enough systematic

3.1 The analysis of internal advantages

3.1.1 The scientific research capability is strong

Almost of the colleges and universities who own high level tennis equipments belong to “211” top universities and they take the absolutely dominant positions. In tennis this kind of sport, all of the recovery of physical strength, the improvement of techniques, the guarantee of logistics and the mentality of competence these factors will influence the performance changes of the athletes. The scientific research capability of a university is a key role which can improve the performance of an athlete.

3.2.2 The career advantages are obvious

The current systems and policies in China appeared a large amount of drawbacks. There are too many athletes have the career problems after they step down because they are plagued by injuries and low level education. In colleges, the athletes only have to finish the courses; they can look for a job they want to do like other college students. Compared to the professional equipments, the knowledge they get and the ability they deal with other people are much better than them.

3.1.3 The amount of the commercial competences is increasing

Even though our college tennis sport still in the beginning stage, with the improvement of the sports marketing consciousness of domestic enterprises, college tennis commercial tournaments gradually increase add to the college tennis tournaments of every year. This is absolutely good news no matter to the training level of college tennis talents or financial support. In a sense, the growth of tennis commercial tournaments promotes the development of colleges’ tennis talents adequately and roundly.

3.1.4 The cardinal number of talents is expanding

The number of colleges that Department of Education approves to have the qualification that can enroll the high level tennis equipments is 23 in 2009. But in 2011, this number increases to 30. Besides, some institutes also develop the high level tennis equipments by co-organized with other ones. According to incomplete statistics, there are already 80 colleges or universities have high level tennis equipments.

3.2 The analysis of internal disadvantages

3.2.1 The teaching level of the coaches is not enough

Due to the current situation that tennis sport is still at the beginning state in China, most of the coaches graduate from the institute of Physical Education and then directly become teachers. They rarely took part in the training and competitions of high level tennis equipments. They are hard to concentrate on the construction of high level tennis equipments.

3.2.2 The restrict of management level

The dual identities of high level tennis athletes decide the management system of them. They do not completely belong to athletes but not college students. Be directed against to the management system, most of the colleges of have the problems that lacking of management execution at different levels. So that the students have different problems and conflicts in parts of studying, living, training and other links.

3.2.3 The education direction is not clearly

Some people think that the education of tennis equipments should focus on the multitype talents. Others feel that the tennis equipments should be cultivated as high level athletes; they should occupy themselves with physical education career and prepare for cultivating the talents. A few people think simply that the athletes should take part in the national college tennis tournaments and Universiade Tennis Competitions.

To get the highest rankings is the final target. The diversities of educating targets are the disadvantages of high level tennis athletes of colleges.

3.2.4 The restrict of fundamental facilities

Due to the funding restriction of colleges, the problems of courts become the ordinary difficulties; these are the important factors that restrict the college tennis talents education. Especially in the north areas, some colleges have no conditions to train indoor; some colleges in the northeast area, the colleges are lacking of construction land, they can not build many tennis courts. All of these reasons become the important factors which restrict the development of the tennis talents.

3.3 The analysis of external opportunities

3.3.1 The social is stable and the economy is sustained growing

Physical education can not leave politics. The prosperity of physical education needs protection of politics. Tennis is a sport which needs proper economic base to popularize. With the improvement of living level, people eager to have a health body and tennis become more and more popular. Tennis sport can get more support of social power (people, talents and materials) when it has deep literature background.

3.3.2 The support of relevant policies

In 2005, the Department of Education and State Physical Culture Administration published *the advices about further enforce the construction of high level equipments of colleges and the announcement about launching the appraisal of high level equipments of colleges*, that means the high level equipments of colleges have stepped on the road of legalization and institutionalization; the development of high level equipments of colleges have stepped on the “roadway”. In current years, the relevant system about physical education industry is formulating continually. In the improving process of physical education industry, tennis also will get more valuable develop opportunities than before.

3.3.3 Tennis become socialized and commercial

Under the effect of the system of the whole nation, we Chinese athletes get excellent achievements. The athletes we cultivate not only got the doubles champion of Beijing Olympics but also got the silver medal of Australian Opens. The influence they brought to Chinese people is immeasurable. With the hold of Beijing Olympics, the socialization and commercialization of tennis have filtered into people’s minds. People’s activity to study and take part in tennis sport is growing. Numerous kinds of tennis clubs and training courses spring out to supply the excellent students and also supply the opportunities to find a job for the tennis athletes.

3.3.4 The successful experiences in China

The women’s volleyball team of Nankai University got the champion of World University Games. Hu Kao, the track and field athlete of Qinghua University, got the champion of 100-meter-race of World University Games. These achievements show that it is completely possible to cultivate high level athletes in Chinese colleges. Tennis sport is at the status of high speed development. It also supply the direction of high level tennis equipments of colleges.

3.4 The analysis of external threats

3.4.1 The quality of students is disproportionate

At present, the students of high level tennis equipments of colleges almost come from the following three ways: test exemption for the athletes from the national or province teams; drop the scores for the students who come from sports school; the amateur athletes who often take part in the trainings and competitions from primary school to high school.

The athletes from the first pattern have been trained a long time; they have no developed potential so that they are not the student sources direction the colleges need. The students from sports schools are restricted by the competition systems. Most of them advanced overdraw their sports ability and react specificity in sports training during their childhood. That’s why they will have few achievements or improvement during the college time. The third mode is the ordinary one that most of the colleges recommend currently. But due the poor bases these students have, many athletes can only get the second level.

3.4.2 The threat of competence system

For the tennis players, to take part in competitions to stead of training is an ordinary international training way. The competitions among communities, states, areas, nations and commercial ones are very common in foreign countries. The players can improve themselves in the training by participating the competitions. The college competitions in our country is much less than other countries, there are only national tennis tournaments of university and Chinese university tennis league these two national competitions. Besides, there are many problems to discuss in the part of the competition system.

3.4.3 The evaluation criteria is not enough systematic

Currently, most of the colleges and universities lack of positive and effective evaluation system to their training work of high level equipments, so do the high level tennis equipments of colleges. It easily cause people only emphasize the achievements the athletes get of competitions if the general judgments to the high level tennis talents just come out after one competition. It will become the situation that colleges pursue the results unilaterally and form the mania for winning cups and medals. Meanwhile, It also reflects that the relevant departments can not manage the equipments very well. It is obviously not detrimental to the development of high level tennis talents of colleges.

4 The Strategy Selections of Achieving the Targets of High Level Tennis Talents of Colleges

The target direction of high level tennis talents of colleges is the core of the whole education process which decides the mode of talents education. And it is also the departure point and attaching point. The colleges should cultivate the high level tennis talents of their own according to the developed directions socialization, marketization, and industrialization. This way can shorten the competitiveness distance between colleges and international physical education; it is the inevitable choice of sustainable development. We can find get some results from above SWOT analysis, in the education process of high level tennis talents, the colleges are influenced by many factors. There are not only internal advantages and disadvantages, but also external developed opportunities. And they have to face many challenges. Synthesize all the factors, we find the internal problem is the fundamental problem which influences the education of high level tennis talents of colleges. It includes the levels of coaches, athletes, courts, facilities and training process and so on. Therefore, we can adopt varieties of developed strategies, for instance, S-O strategy, S-T strategy, W-O strategy and W-T strategy.

According to the developed strategies and connect the fact that internal disadvantages are stronger than internal advantages and external opportunities are greater than external threats, we think that W-O strategy is suitable for the current developed strategy of high level tennis equipments. In the process of formulating the system, we should be good at utilizing the external opportunities. And combine with the facts to catch the chances, try our best to do the work of educating talents. There are some points specifically:

4.1 Enforce the construction of coaches

The construction of coaches plays the crucial role to tennis talents education. Colleges should try their best to help the coaches to get rid of teaching, to build a high level tennis coach team that only go in for training the athletes. For one thing, the coaches should attempt to improve their tennis and tactics skills and the level of training. They'd better to take part in some professional training. On the other side, the colleges should invite superb coaches to give the lecture and communicate with their own coaches so that they can master advanced skills and functions to update the teaching ideas and training functions.

4.2 Define a correct direction of tennis talents education.

To get rid of the corrosion of mania for winning cups and medals, and the people should be foremost. Basically, tennis talents education is the developed direction becoming one part of college education and getting rid of professional physical education

4.3 Construct an education mode of high level tennis talents which can adapt to socialization, marketization, and industrialization

Construct an education mode of coordinated process; concentrate on high school tennis talents education deeply and widely. Meanwhile, construct a mothball talents education base. Besides, the education modes have to transfer to the direction of diversification, for instance, family education, cooperation between colleges and companies, comprehension community physical education clubs and so on. The education mode should improve and expand the financing canals continuously, and express the effect of social or personal investment adequately so that it can solve the financial problems of training and matches.

4.4 Speed up the reform of competition system

Improve and perfect the system contents of the competition, increase the propagandas of invitational tournaments, commercial tournaments, and friendly matches in media. Break the current stark competition system through holding more and more competitions so that every competition blooms together.

5 Conclusion

The external opportunities of high level tennis talents education of colleges (the social is stable and the economy is sustained growing, the support of relevant policies, tennis become socialized and commercial and the successful experiences in China) are greater than the external threats (the quality of students is disproportionate, the threat of competence system and the evaluation criteria is not enough systematic). At the same time, we should find the internal disadvantages are stronger than internal advantages. The study shows that W-O strategy is more suitable to current developed strategy of high level tennis talents education of colleges. In the process of formulating the system, we suggested: (1) Enforce the construction of coaches. (2) Define a correct direction of tennis talents education. (3) Construct an education mode of high level tennis talents which can adapt to socialization, marketization, and industrialization. (4) Speed up the reform of competition system.

With the booming development of tennis sport in China, using the chance that Li Na got the Champion of French Opens, this research utilized the basic theoretic knowledge of management to study the strategy of high level tennis talents education of colleges, and this study will be the main direction in the days to come.

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