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Guidelines for Management of Dalian Badminton Club in Dalian City, Liaoning Province, People's Republic of China

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Abstract

Background and Aims: Badminton is widely practiced in China, and increasing participation places greater demands on clubs to deliver safe, reliable, and well-organised services. This study aimed (1) to examine current management practices and key operational challenges of the Dalian Badminton Club in Dalian City, Liaoning Province, and (2) to develop an evidence-informed management guideline to strengthen promotion, service delivery, and organisational effectiveness using a POIC framework.

Methodology: A design and development research (DDR)-oriented, qualitative-dominant guideline-development design was applied. The stakeholder population was N = 601. Data were collected through document and literature review, IOC content validation by three experts, semi-structured expert interviews (n = 7), a stakeholder suitability assessment questionnaire (n = 234), and focus group confirmation (n = 10). Qualitative data were analysed using deductive–inductive content analysis; questionnaire ratings were summarised using the mean (M) and Standard Deviation (SD).

Results: Expert data identified recurring issues across POIC domains, including strategic planning, role clarity, court scheduling, equipment control, coaching development, safety and injury-risk routines, communication, and monitoring. Findings were synthesised into 36 guideline statements (9 per domain). Stakeholder suitability ratings indicated high perceived appropriateness across domains: Planning (M = 4.29, SD = 0.56), Organising (M = 4.25, SD = 0.58), Implementing (M = 4.33, SD = 0.54), and Controlling (M = 4.21, SD = 0.60); overall M = 4.27, SD = 0.57. The focus group supported contextual fit and feasibility, recommending phased implementation, clearer assignment of responsibilities, and explicit monitoring evidence (e.g., attendance, training plans, incident logs, and feedback summaries).

Conclusion: The POIC guideline model demonstrated strong stakeholder-perceived suitability and practical coherence for strengthening management and service delivery in the Dalian Badminton Club. It provides a structured basis for improving operational reliability, athlete development

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pathways, and accountability within common constraints of court access and resources, and may inform adaptation in comparable municipal badminton clubs.

Keywords: Badminton; POIC; Management Guideline; Dalian City

Introduction

Regular physical activity is widely recognised as a foundational determinant of physical and psychological health, contributing to the prevention and management of major noncommunicable diseases and improving well-being (World Health Organization, 2024). In China, national policy has increasingly prioritised “mass fitness” as a public health and social development strategy. The State Council of the People's Republic of China has issued the 2021–2025 mass fitness programme, which emphasises expanding access to sport and fitness facilities—including community “15-minute walk” access targets—and strengthening public service provision for diverse population groups (The State Council of the People’s Republic of China, 2021). Consistent with this policy direction, national reporting indicates that the proportion of citizens who participate in regular physical activity has increased over time and that national physical fitness indicators have improved (Feng, 2025). Alongside traditional and contemporary physical activities (e.g., tai chi, aerobics, and community dance), racket sports—especially badminton—have become a prominent and accessible form of exercise due to relatively low entry barriers, flexible participation formats, and suitability across age groups.

Badminton is particularly salient in the Chinese context because it functions both as a mass participation activity and a competitive sport with strong cultural visibility. Recent reporting drawing on a national sports participation survey has described badminton as the country’s most popular sport and estimated approximately 250 million recreational participants (Yang, 2025). High and growing participation creates substantial demand for safe, well-organised training environments, fair access to facilities, and consistent service standards—particularly within club systems that connect recreational players, developing athletes, coaches, and local communities. Rapid growth may also expose organisational weaknesses, including unclear governance structures, inconsistent coaching and athlete development pathways, inadequate risk management, inefficient resource allocation, and uneven service quality.

From a sport management perspective, club sustainability depends on coherent management functions and governance practices that translate strategic intent into reliable operations and measurable performance. Systems-oriented sport management frameworks emphasise the alignment of planning, organising, leading, and evaluation/controlling functions to ensure that organisational inputs (people, finance, facilities, and information) produce desired outcomes (Chelladurai, 2014). Governance principles such as role clarity, accountability,

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transparency, and stakeholder responsiveness are also critical in community and amateur sport organisations because they shape decision quality, resource stewardship, and trust among members and partners (Hoye & Cuskelly, 2007). Service quality is similarly central: members' satisfaction and continued participation are influenced by perceptions of facility adequacy, responsiveness, and overall service reliability—dimensions commonly operationalised in service quality research (Parasuraman et al., 1988).

Against this backdrop, the present study focuses on the development and management of the Dalian Badminton Club in Dalian, Liaoning Province. The study is designed to (a) examine the club's current management situation and operational challenges and (b) develop practical, evidence-informed management guidelines to strengthen organisational functioning and service delivery. By translating established sport management, governance, and service quality concepts into context-specific guidance, this research aims to support administrators, coaches, athletes, and community members who rely on the club for participation, training, and development opportunities—ultimately enhancing organisational effectiveness and promoting sustainable engagement in badminton.

Objectives

1. To examine the current management practices and key operational challenges of the Dalian Badminton Club in Dalian City, Liaoning Province, People's Republic of China.

2. To develop an evidence-informed management guideline to strengthen the club's promotion, service delivery, and overall organisational effectiveness.

Literature Review

Badminton is a fast-paced, technically demanding sport that depends on competent coaching, safe and consistent training environments, and reliable access to facilities and equipment. As participation grows, badminton clubs and associations require clear management guidelines that translate strategic aims—such as participation expansion, athlete development, service quality, and injury-risk management—into routine operations. A management-functions perspective supports this need by linking organisational goals to operational processes through planning, organising, implementation/leadership, and control/evaluation (Chelladurai, 2014; Robbins et al., 2025).

1. Theory of Management Function Concepts for Badminton (POIC)

Management-function theory explains how organisations convert goals into coordinated action through a small set of integrated functions. Classical work by Fayol positioned management as a set of core activities (e.g., planning, organising, commanding/directing, coordinating, and

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controlling) that must operate together to achieve organisational effectiveness (Fayol, 1949). Modern management texts commonly synthesise these ideas into the four-function logic of planning–organising–leading–controlling (POLC), which remains widely used because it links strategy to execution and enables performance monitoring (Lumen Learning, n.d.; Robbins et al., 2025). In sport organisations, these functions must be interpreted through the distinctive conditions of sport delivery (e.g., seasonality, athlete pathways, safety governance, and member service expectations). Chelladurai's systems perspective emphasises that effective sport management requires alignment among managerial functions so that resources (people, finance, facilities, and information) are transformed into sustainable sport services and outcomes (Chelladurai, 2014). For applied guideline development in badminton clubs, **POIC**—Planning, Organising, Implementing, and Controlling—can be used as an operational translation of POLC for specifying procedures (e.g., facility scheduling, coaching delivery standards, competition operations, and member services). POIC is also compatible with sport governance expectations—role clarity, accountability, and stewardship—which are particularly important in club contexts where stakeholder trust and service reliability directly affect sustainability (Hoye & Cuskelly, 2007). Finally, because badminton clubs function as service organisations, member experience and retention are closely tied to perceived service quality (e.g., facilities, equipment, responsiveness, reliability), making service quality concepts especially relevant to "implementing" and "controlling" functions (Parasuraman et al., 1988).

2. Physical Fitness for Badminton

Badminton is an intermittent high-intensity racket sport requiring repeated accelerations, decelerations, lunges, jumps, and high-velocity strokes under time pressure. Evidence describing badminton match structure and physiological demands indicates short, intense rallies separated by brief recovery periods, creating strong demands on both explosive performance and rapid recovery capacity (Phomsoupha & Laffaye, 2015). Time–motion and match analyses similarly characterise competitive badminton as repeated, high-intensity efforts sustained across the match, underscoring the need for conditioning that supports repeated performance quality rather than single-bout fitness alone (Cabello Manrique & González-Badillo, 2003). Accordingly, badminton-relevant fitness is best conceptualised as an integrated profile: aerobic capacity supporting recovery between rallies and across matches; anaerobic power and repeat-effort ability enabling frequent explosive movements; change-of-direction speed and agility; and strength/power of the lower limb, trunk, and upper limb to sustain efficient footwork and stroke production (Cabello Manrique & González-Badillo, 2003; Phomsoupha & Laffaye, 2015). These demands have direct management implications for club guidelines: safe training progressions, appropriate testing and monitoring, coach education standards, and facility/equipment decisions should reflect

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badminton's physiological and biomechanical requirements rather than generic exercise programming.

3. Model Building Methods and POLC Theory

A club management guideline is most defensible when developed through a model-building approach that documents how evidence is converted into an operational framework and validated for context-specific use. Design and Development Research (DDR) explicitly supports "model research," where frameworks are constructed, refined, and evaluated for usability and effectiveness rather than assumed a priori (Richey & Klein, 2007). Using POLC/POIC as the organising spine improves completeness (no managerial domain is omitted) and auditability (each guideline element is mapped to a function), while still allowing local adaptation (Lumen Learning, n.d.; Robbins et al., 2025).

Methodologically, guideline model development commonly proceeds through (a) needs assessment and evidence synthesis; (b) drafting items mapped to POIC/POLC; (c) expert validation using structured consensus techniques such as the Delphi method; and (d) quantitative content validation to confirm essentiality and relevance of items. The Delphi technique is widely used to achieve convergence of expert judgement through iterative rounds with controlled feedback (Hsu & Sandford, 2007). Content validity procedures such as the Content Validity Ratio (CVR) and related indices provide transparent rules for retaining, revising, or deleting guideline items based on expert ratings (Lawshe, 1975; Lynn, 1986). Together, POLC/POIC theory and DDR-oriented validation methods support a guideline model that is theoretically grounded and practically implementable.

Conceptual Framework

This study adopts the POIC management-functions framework (Planning, Organising, Implementing, and Controlling) to guide the development of management guidelines for the Dalian badminton club in Dalian City, Liaoning Province, People's Republic of China. Planning sets objectives, standards, and annual programmes; organising allocates roles, resources, and coordination mechanisms; implementing ensures consistent delivery of coaching, competitions, and member services; and controlling establishes monitoring, feedback, and continuous improvement to sustain quality, safety, and accountability (Chelladurai, 2014; Robbins et al., 2025). (Figure 1)

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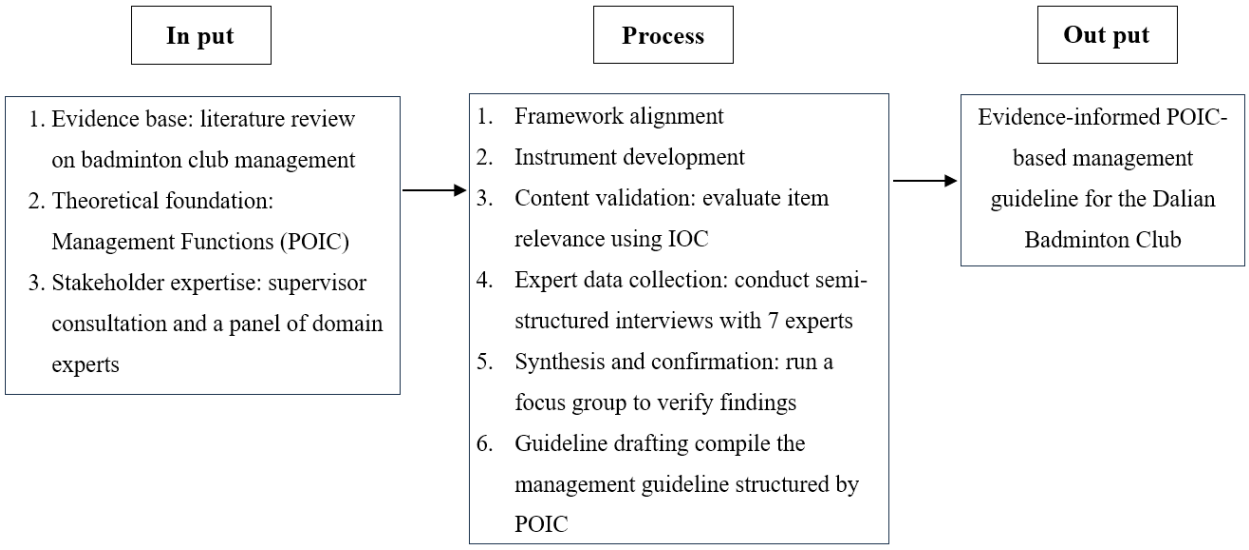


Figure 1 Conceptual framework

Methodology

This study was conducted as guideline-development research under the Design and Development Research (DDR) framework. It adopted a qualitative-dominant, sequential design to (a) examine current management practices and operational challenges and (b) develop evidence-informed management guidelines for the Dalian Badminton Club in Dalian City, Liaoning Province, People's Republic of China. The study was structured around the management-functions framework POIC (Planning, Organising, Implementing, and Controlling), which guided instrument development, data collection, and the organisation of guideline statements (Chelladurai, 2014; Richey & Klein, 2007; Robbins et al., 2025).

Population and Sample

The target population comprised stakeholders directly involved in club operations and service delivery (N = 601): executives (6), head coaches (6), coaches (150), athletes (301), and related persons (150). For guideline confirmation, n = 234 participants were sampled using the Krejcie and Morgan approach and allocated across groups: executives (6), head coaches (6), coaches (62), athletes (60), and related persons (100) (Krejcie & Morgan, 1970).

Experts for Instrument Validation and Confirmation

Experts for interviews (Round 1). A purposive sample of 7 experts was selected to ensure direct experience with badminton club/association management and performance development: association president/executive (1), head coach/leader (1), badminton coaches (2), champion athletes (2), and a current athlete (1).

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Experts for IOC content validation. The interview protocol was reviewed for content relevance and alignment with objectives using an Index of Item–Objective Congruence (IOC) procedure by three experts representing complementary expertise (badminton management, coaching/leadership, champion athlete experience).

Experts for focus group confirmation. A focus group of 10 experts was convened to confirm feasibility, coherence, and contextual fit of the proposed guideline, comprising two representatives from each stakeholder category (executives/presidents, head coaches, coaches, champion athletes, current athletes). This composition follows focus-group guidance emphasising purposive selection and topic-relevant experience.

Instruments and Validation

Interview protocol (POIC-based). Semi-structured questions were developed deductively from POIC domains and refined through supervisor review. Item-level IOC and decision thresholds. Each interview item was rated using IOC (-1, 0, +1) and converted to an item IOC value. With three experts, items were retained if IOC ≥ .67 (i.e., at least two experts judged the item clearly congruent). Items with IOC = .33 were revised and rechecked, and items with IOC ≤ .00 were removed. Item-level IOC values are reported in an appendix table for transparency (Rovinelli & Hambleton, 1976). Stakeholder suitability questionnaire. Draft guideline statements were converted into a Likert-scale suitability instrument (5-point). Internal consistency reliability. The suitability instrument demonstrated excellent internal consistency overall (Cronbach's α = .96), with domain alphas in the .91–.95 range, supporting reliable stakeholder ratings for guideline refinement (Cronbach, 1951; Nunnally & Bernstein, 1994).

Data Collection

Data collection proceeded in sequential stages: 1) Document and literature review to establish operational context and preliminary POIC indicators. 2) IOC content validation of the interview protocol (3 experts), followed by item revision to strengthen objective alignment. 3) Round 1 expert interviews (n = 7) using the POIC structure to identify current management practices, challenges, and recommended actions. 4) Drafting of guideline statements from interview synthesis, followed by stakeholder questionnaire administration (n = 234) to evaluate appropriateness and feasibility of guideline items. 5) Focus group confirmation (n = 10) to resolve ambiguities, prioritise actions, and finalise the POIC-based guideline structure (Krueger & Casey, 2015).

Data Analysis

Qualitative analysis. Interview and focus group data were analysed using qualitative content analysis, combining deductive coding anchored in POIC with inductive theme development to capture context-specific practices and actionable guideline elements.

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Quantitative analysis. Questionnaire data were summarised using descriptive statistics (Mean and Standard Deviation) to present central tendency and dispersion of stakeholder ratings and to support decisions about retaining, revising, and prioritising guideline statements.

Results

This study developed and confirmed management guidelines for the Dalian Badminton Club in Dalian City, Liaoning Province, People's Republic of China, using the POIC management functions (Planning, Organising, Implementing, Controlling). Results are presented in five parts: Part 1: Participant Characteristics; Part 2: Instrument Validation and Round 1 Expert Interviews; Part 3: Round 2 Suitability Assessment; Part 4: Focus Group Confirmation; and Part 5: Finalised Management Guidelines.

Part 1: Participant Characteristics

Population (N = 601). Stakeholders involved in club operations and services included executives (6), head coaches (6), coaches (150), athletes (301), and related persons (150) (total N = 601). Suitability assessment sample (n = 234). Based on the sampling plan in the Methodology, the suitability assessment included executives (6), head coaches (6), coaches (62), athletes (60), and related persons (100) (total n = 234). Expert interview panel (n = 7). Seven experts were purposively selected: club/association president/executive (1), head coach (1), badminton coaches (2), champion athletes (2), and current athlete (1). IOC panel (n = 3). Three experts evaluated item–objective congruence: executive/manager (1), head coach (1), and champion athlete (1). Focus group (n = 10). Ten experts participated: executives (2), head coaches (2), coaches (2), champion athletes (2), and current athletes (2).

Part 2: Instrument Validation and Round 1 Expert Interviews

IOC content validation (n = 3). The POIC-based interview protocol showed acceptable content alignment (IOC values in an acceptable range), and wording revisions were made to improve clarity, reduce redundancy, and ensure each question reflected a single POIC-related management action. Round 1 expert interviews (n = 7). The interviews generated management issues and recommended actions across POIC domains. Findings were synthesised into a draft pool of guideline statements organised by POIC. After consolidation to remove overlap and improve operational wording, the guideline set was prepared for stakeholder suitability assessment.

Part 3: Round 2 Suitability Assessment

Stakeholders evaluated the guideline statements on a 5-point Likert scale. Consistent with the Methodology, results were summarised using mean (M) and standard deviation (SD). Overall ratings indicated high perceived appropriateness across POIC domains. Higher-rated items

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commonly focused on: (a) clear annual planning and competition scheduling, (b) role clarity and staffing/coach allocation, (c) consistent training delivery and coach development, and (d) facility and equipment readiness with safety routines. Lower—but still acceptable—ratings tended to involve budget expansion and external partnerships, reflecting implementation difficulty rather than disagreement.

Part 4: Focus Group Confirmation

The focus group confirmed that the POIC structure was coherent and feasible for club operations. Participants recommended implementation in phases (core delivery and coaching systems first, then facility/service reliability, followed by monitoring and continuous improvement). Refinements emphasised clarifying responsibility for each item, standardising terms, and specifying evidence sources for monitoring (e.g., attendance logs, training plans, equipment checklists, competition reports, incident records, and feedback summaries).

Part 5: Finalized Management Guidelines

Following suitability assessment and focus group confirmation, the management guideline was finalised as a POIC-based model covering **Planning:** goals/targets, annual plans, competition calendar, athlete pathway, coach development, facility access, resource planning, safety/risk planning, communication planning. **Organising:** structure/roles, workflows, coach assignment, facility scheduling, equipment management, athlete registration/classification, event organisation procedures, safeguarding responsibilities, resource allocation procedures. **Implementing:** training delivery standards, coaching supervision/mentoring, communication routines, event delivery, athlete support, coach CPD, membership/service routines, operational problem-solving, community engagement. **Controlling:** participation monitoring, athlete progress tracking, programme review, coach performance/CPD monitoring, safety/incident monitoring, facility/equipment compliance checks, budget tracking, KPI reporting, continuous improvement.

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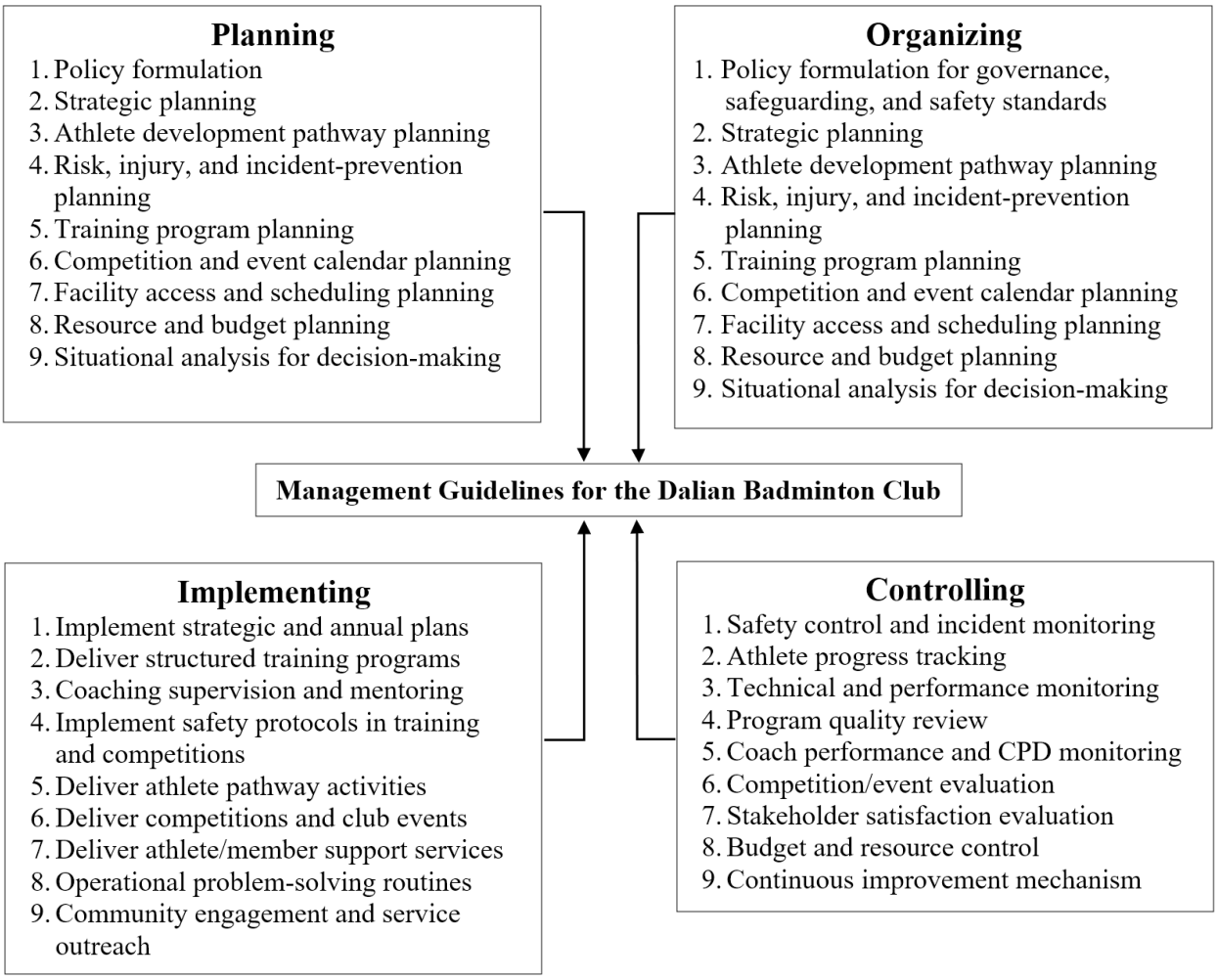


Figure 2 POIC-based Management Guideline model

Discussion

This study aimed (1) to examine current management practices and key operational challenges of the Dalian Badminton Club in Dalian and (2) to develop an evidence-informed management guideline to strengthen promotion, service delivery, and organisational effectiveness. Overall, the findings support the feasibility of a POIC-based guideline model as a coherent and implementable approach for badminton club management because it connects strategic intent (participation growth, athlete development, service reliability, and safety governance) to operational systems and measurable control mechanisms. This is consistent with sport-organisation perspectives that emphasise the interdependence of planning, organisational structure, delivery processes, and evaluation for sustainable sport development (Chelladurai, 2014; Robbins & Coulter, 2021).

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1. Planning

The results reinforce planning as a foundational management function because it establishes direction, standards, and priorities that shape downstream operations. In management-function theory, planning includes goal setting, policy development, resource forecasting, and procedural design to guide organisational action (Robbins et al., 2025). In badminton, planning should explicitly incorporate facility access (court time), equipment readiness (e.g., shuttles, nets), competition scheduling, and injury-risk governance because these constraints strongly influence training continuity and member retention. The inclusion of situational analysis to inform decision-making is also defensible: structured assessment of internal capacity and external demands helps clubs align limited resources with stakeholder expectations and performance pathways (Chelladurai, 2014). Collectively, these planning components support Objective 1 by clarifying practical management gaps and support Objective 2 by translating strategic aims into an actionable annual blueprint.

2. Organizing

The organising findings highlight that badminton club performance depends on system structure—role clarity, staffing and coach assignment, facility scheduling routines, equipment management, athlete/member registration and classification, and standardised documentation. Organising translates plans into stable systems of responsibility, communication, and resource deployment (Robbins et al., 2025). In the Dalian club context, court scheduling and booking rules are a particularly consequential organising mechanism because facility access is a core bottleneck affecting training frequency, service quality, and programme growth. Welfare/safeguarding responsibilities and documentation routines are also practically necessary in clubs serving mixed populations (recreational members, developing athletes, and competitive players), where transparent processes improve fairness and reduce avoidable conflict. These organising elements operationalise Objective 2 by proposing mechanisms that stabilise delivery and reduce variability across training groups and events.

3. Implementing

Implementation findings centre on translating plans into consistent coaching delivery, safe training routines, event delivery procedures, and stakeholder engagement. Within a management-functions lens, implementation (often embedded within “leading”) concerns coordinated action, capability building, and adherence to agreed standards (Robbins et al., 2025). In badminton, implementation quality is inseparable from performance and safety because match play involves intermittent high-intensity rallies with brief recoveries, requiring repeated accelerations, decelerations, lunges, jumps, and rapid stroke production (Phomsoupha & Laffaye, 2015). Match analysis also characterises competitive badminton as repeated high-intensity efforts across the

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contest, reinforcing the need for training delivery that is progressive, well-supervised, and oriented to repeat-effort performance rather than generic conditioning alone (Cabello Manrique & González-Badillo, 2003). Accordingly, the guideline emphasis on structured session standards, coaching supervision/mentoring, event SOPs, and routine communication is practically defensible: it links daily operations to credible determinants of athlete development, participation retention, and service reliability—directly supporting Objective 2.

4. Controlling

The controlling results align with the view that control functions as a continuous feedback mechanism—monitoring outcomes against standards and triggering corrective action (Robbins et al., 2025). In the badminton club context, controlling mechanisms such as incident/injury monitoring, programme quality review, athlete progress tracking, coach performance/CPD monitoring, facility and equipment compliance checks, budget control, and stakeholder feedback are particularly important because they convert intentions into verifiable practice. Embedding stakeholder satisfaction evaluation further strengthens the guideline by treating service quality monitoring as essential to organisational survival and growth rather than optional (Parasuraman et al., 1988). This controlling domain also fits the confirmed guideline structure: monitoring routines sustain implementation over time and support iterative improvement as resources and facility constraints evolve.

In summary, the POIC guideline model derived from expert input, stakeholder suitability assessment, and focus group confirmation provides a plausible and actionable framework for strengthening the Dalian badminton club. A phased implementation logic is most defensible: begin with (a) facility scheduling, role clarity, and safety/incident routines as early stabilisers; then institutionalise (b) coaching development and standardised training delivery as capacity multipliers; and finally embed (c) systematic monitoring and feedback loops to sustain quality and continuous improvement. This sequence maintains fidelity to the research objectives and aligns with the study's findings that a POIC structure is coherent, feasible, and suitable for guiding club-level sport service delivery (Chelladurai, 2014; Robbins et al., 2025).

Recommendation

1. Phased implementation of the POIC guideline model. The Dalian Badminton Club should implement the POIC-based management guidelines in phases. Clear role responsibilities, standard operating procedures, and practical monitoring indicators should be established to ensure consistent service delivery and continuous improvement.

2. Model transfer and comparative validation. Future studies should apply the POIC-based badminton club management guideline model to clubs in other cities or provinces and evaluate

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outcomes such as participation and retention rates. Comparative validation across contexts would strengthen evidence of generalizability and identify local adaptations needed for different facility conditions, staffing structures, and participation profiles.

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