

Comparative Analysis and Research on Sports Industry and Competitive Sports Between China and The United States

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Abstract: As an important carrier of the coordinated evolution of national soft power and hard power, the development level of sports profoundly reflects the country's comprehensive governance ability and modernization process. Based on the promotion of the strategic position of sports from the perspective of global governance, the governments of various countries have continuously strengthened the policy preference and resource input to the cause of sports since the 21st century. Among them, China and the United States have formed paradigm achievements in the construction of sports industrialization and competitive sports system based on differentiated institutional endowment. This study uses the cross-case comparative study method to systematically deconstruct the historical evolution track, institutional logic and heterogeneity of the sports industry, and sorts out the origin, course, characteristics and typical cases of the sports industry and competitive sports. The study shows that: (1) the development of Sino-American sports industry has entered a mature period with huge market demand; (2) Chinese competitive sports is characterized by highly centralized management and comprehensive quality training, while American competitive sports is characterized by strong market orientation and development autonomy; (3) the Chinese sports industry is different in development stage, market structure and operation mode, and the degree of financial support of competitive sports is different from the athlete training system, goal and plan. This study aims to gain successful experience in the differences in policy, system and organizational structure between sports industry and competitive sports between China and the United States, so as to provide reference for the development of sports management in China.

Keywords: Sports management, Chinese sports, American sports, Comparative analysis.

1. Introduction

The sports industry is the sum of the same category of economic sectors that provide sports products [1] for the society, including two categories of sports goods and sports services [1]. In the national economy, the sports industry plays an important role, which can not only promote economic growth, but also help to [2] improve the national health level, enhance national cohesion, and promote social progress. Data show that in 2018, the total scale of the global [3] sports industry reached 1333.9 billion [2], the total scale of China's sports industry was 1007.8 billion yuan, and the total scale of the American sports industry was 539.7 billion (3867.5 billion yuan), accounting for 42% of the global sports industry scale (Table 1) [3]. The sports industry of China and the United States has been in the stage of rapid development. The sports industry of the United States has always been a leader in the world, and its management experience is of reference value. Since the issuance of Document No.46, the remarkable achievements made in the high-quality development of the sports industry have also provided experience for developing countries around the world. By sorting out and comparing the sports industry management system formed under these two different social systems, it has certain significance to the global sports industry governance.

Table 1. Development status of sports industry in China and the United States

a particular year	GDP (100 million yuan, 100 million US dollars)		Add value of sports industry (100 million yuan, 100 million US dollars)	
	China	America	China	America
2006	219439	153383	983	3774
2007	270092	156260	1265	3933
2008	319245	156047	1555	3886
2009	348518	152088	1922	3725
2010	412119	155988	2220	3847
2011	487940	158407	2683	4001
2012	538580	161970	3136	4177
2013	592963	164954	3563	4310
2014	643563	169120	4041	4498
2015	688858	174038	5494	4720
2016	746395	176889	6475	4946
2017	832036	181081	7811	5171
2018	919281	186382	10078	5397

Competitive sports are an important part of sports and the foundation of the development of sports industry [4]. Many scholars believe that competitive sports are the noumenon of sports [4], and each part of the sports industry is also derived from competitive sports as the core. Due to the different cultural background, sports development process and national management system, China and the United States are different in the management system and operation mechanism of competitive sports. However, all paths to the same destination have made remarkable achievements in

competitive sports and have rich experience in competitive sports management. Since the 23rd 1984 to the 32nd Summer Olympic Games in 2020, China has won 264 gold MEDALS and 635 MEDALS, ranking 4th on average. The United States won 442 gold MEDALS and 328 MEDALS, ranking the first on average (Table 2). Through the comparative analysis of the

competitive sports management system of the two Olympic powers of China and the United States, it can provide reference for other countries that want to improve their competitive level, and help China and the United States to learn from each other, so as to further improve the national competitive level.

Table 2. Chinese and American medal table in previous Olympic Games (1952-2020)

Class times	a particular year	Hosting place	China						America					
			Number of athletes	gold medal	silver medal	bronze medal	Total number of MEDALS	position in a name list	Number of athletes	gold medal	silver medal	bronze medal	Total number of MEDALS	position in a name list
23	1984	Los Angeles	216	15	8	9	32	4	537	83	61	30	174	1
24	1988	Industrial Bank of Korea	273	5	11	12	28	11	612	36	31	27	94	3
25	1992	Barcelona	244	16	22	16	54	4	537	37	34	37	108	2
26	1996	Atlanta	309	16	22	12	50	4	-	44	32	35	111	1
27	2000	Sydney	271	28	16	14	58	3	531	39	25	33	97	1
28	2004	Athens	384	32	17	14	63	2	538	35	39	29	103	1
29	2008	Beijing	639	48	22	30	100	1	596	36	39	37	112	2
30	2012	London	396	39	31	22	92	2	530	46	29	29	104	1
31	2016	Rio de Janeiro	412	27	17	26	70	3	555	47	37	38	122	1
32	2020	Tokyo	431	38	32	18	88	2	613	39	41	33	113	1
10	In 35 years	amount to	3575	264	198	173	635	4	5049	442	368	328	1138	1

2. The Chinese and US Sports Industry

2.1. Development Process

2.1.1. The Development course of China's sports industry

The origin of China's sports industry is closely related [5] to China's political and economic system [5]. In the new era, China's sports industry has gradually changed from the "nationwide system" to "market-led". Its development process can be divided into three stages according to the degree of economic development:

(1) Gercent stage of sports industry: system reform stage (1978-1992)

In the era of planned economy, under the policies of "national system" and "Olympic Glory plan", the focus of sports is to give priority to the development of competitive sports, and compete for gold MEDALS to improve the international influence. The operation mechanism of sports industry has not been established in this period.

(2) Period of rapid development of sports industry: stage of industrial socialization (1993-2008)

With the basic establishment of the socialized market economic system in China, the sports industry has also entered the stage of commercialization. Different from other countries, the development of China's sports industry took the lead from the secondary industry "sports product manufacturing industry". Although it cannot be compared with the sports product manufacturing industry in European and American countries, national enterprises in Jinjiang and other places developed rapidly with the advantage of product price, which driving the growth of sports service industry.

(3) Maturity period of sports industry development: Industrial upgrading stage (2009-till now)

After the 2008 Beijing Olympic Games, Chinese sports began from competitive sports to sports industry, in 2014 the State Council issued 46 files opened the prelude to the

development of sports industrialization, makes the sports fitness leisure industry, sports competition, sports training, sports intermediary industry rapid development, entered the stage of industrial upgrading. Sports examination reform, CBA, Chinese super league, international comprehensive games, the universiade, Asian games, horse, north horse, village, village BA local events have held successively, a large number of like anta, li ning, xtep, 361 local sports enterprises into the global market, promote the development of China's sports industry to high quality transformation, to 55 trillion goal forward.

2.1.2. The Development history of the American Sports industry

As a recognized sports power in the world, the unique sports culture and environment have become an important social foundation for the development of the American sports industry. The development of American sports can be traced back to the end of the 19th century. According to the steps of the second technological revolution, it can be divided into four stages:

(1) The cent stage of sports industry: commercialization stage (before the end of 19th century)

Less than 300 years after the founding of the United States, the United States has grown rapidly. It is fundamentally inherited the advanced cultural concepts, science and technology, and many modern inventions and creations of the American colonists. With the victory of the Second Revolutionary War of the United States in 1812, many British sports were transmitted to the United States. At the beginning, American sports was just an "aristocratic game", so "equestrian, golf and rugby" took the lead in the United States. In the early 19th century, horse racing clubs were formed to sell tickets to spectators, and then profit-oriented sporting events followed.

With the acceleration of mechanization, many civilians had

more leisure time to participate in sports, and sports culture was cultivated among the American masses. As the number of sports participants increases, commercial sports events appear [6]. In 1858, 22 amateur baseball teams in the New York area formed the first marketable sports league [6], thus establishing the highly entertaining and commercial attributes of the American sports industry. In 1871, the American Baseball Association was formally established, the first sports organization in the United States, marking the establishment of the structure and management system of the sports industry. In 1890, the first formal legal system of professional sports protection "Sherman Act" was born, providing protection for the benign development of the American sports industry.

(2) Initial formation stage of sports industry: scale stage (end of 19th century-1960s)

With the acceleration of industrialization and urbanization, the United States entered the capitalist society, the social and economic foundation of the sports industry was good, and the public began to increase the demand for entertainment attributes, which promoted the professional sports events gradually toward the track of commercial operation. In 1901, the American Baseball League was established, the league-oriented management system began to be implemented, and various sports companies, professions and organizations were established. They began to take professional sports events as the core, to carry out sports marketing, sponsorship and other commercial activities. The 1923 baseball World Series earned more than the \$1 million mark. In 1926, about 120,000 people watched the Dempsey versus Tenney boxing fight in Philadelphia, and the rematch was held in Chicago the following year, earning a record \$2.66 million.

(3) Sports industry rapid development stage: internationalization stage ((1960s-1990s)

In 1984, the Los Angeles Olympic Games was successfully commercialized. During this period, the commercial value of the American sports industry received unprecedented attention and development, and many product manufacturing companies and media companies that produced and operated with the help of the market segment of "sports" emerged. Nike was founded in 1972, and split the American sporting goods market with Reebok after the 1980s. In 1979, the first 24-hour sports channel ESPN was established, and the broadcasting rights revenue gradually became the mainstay of the American professional sports industry revenue. In 1984, Apple spent \$1 [7]. 5 million to broadcast 60s ads during the Super Bowl, triggering a new trend in sports sponsorship. At this stage, with the help of the American professional sports in the new media industry platform, professional sports have become an important part of the expansion of cultural influence and foreign strategy in the United States, making sports marketing a more eye-catching business model [7]. With the help of the globalization of professional sports, the sports goods manufacturing industry has formed a few well-known brands, continuously expanding the world influence of the professional sports industry in the United States.

(4) Maturity stage of sports industry development: professional stage

The added value of the sports industry has reached about 3% of the GDP, formed the market competition as the core of market allocation system of resources, with sports assets, sports media, sports sponsors, sports sponsors, sports venues, sports franchise commodity company, sports marketing and brokerage companies as the main body, with fans \ fans, media, sponsors for three main industry chain.

2.2. Case Analysis of Representative Sports Industry

2.2.1. China's competition performance industry represented by e-sports

As one of the most successful sports projects in the development of sports professionalism in China, the market size of e-sports in China will [8] be about 157.9 billion yuan and the user scale will be about 504 million [8], with a complete industrial chain and full of vitality. At present, the upstream of China's e-sports industry chain is mainly the [9] e-sports game industry, including game research and development and game operation, etc. The representative enterprises mainly include Tencent Games, netease Games, Giant Network, Perfect World, etc. [9]. The middle reaches mainly include event operation, clubs and players, and e-sports content production, among which e-sports operation is the core link of China's e-sports industry chain. Tengjing Sports, Quantum Sports VSPN, Banana Game Media [10], IMBA TV and other companies have become rapidly developing e-sports companies in recent years. The downstream of the e-sports industry chain is mainly the content dissemination of e-sports live broadcast, e-sports media and other derivative products, which is an important part of e-sports promotion and industrial operation. Representative enterprises include Huya Live, Douyu Live, TikTok, Kuaishou, etc. [10].

The event execution companies in the middle reaches of the industrial chain are the core of the entire e-sports industry. They have built a bridge between the event and clubs, sponsors and audiences, and supported the operation of the entire e-sports event through sponsorship, live [11] broadcasting, advertising, copyright, derivatives and other revenue. Teng competitive sports, for example, it was founded in 2019 is China's first independent operation of the company [11], the main operation LPL hero alliance professional league, with LPL event management, host, club ecological management power, through tournament format, sponsors, market activities, LPL brand marketing, related e-sports program output profit, hope to e-sports into standardization, commercialization, professional sports industry, put forward will lead the LPL alliance revenue reached 1 billion yuan in 2021. Tengjing sports has achieved the target in less than two years, mainly taking the following measures: (1) Tengjing sports has improved the number and quality of sponsors. The 2019 LPL event has only seven sponsors led by Mercedes-Benz. By 2021, the number of official LPL sponsors has reached 15, and more brands such as Lenovo Rescuer, TT Voice, Liepin and RAZER Razer are highly suitable for esports projects, which will not cause audience resistance in the process of commercialization. (2) Tengjing Sports has accelerated the process of LPL alliance. Tengjing sports master hopes to build a sustainable development of the alliance ecology by improving the alliance management system. It created a salary cap for the LPL league and opened up the club's name sponsorship. Capital finance can help e-sports clubs develop better, and e-sports can also help brands acquire young groups, which is a win-win situation for sports commercialization.

2.2.2. American competition performance industry represented by NFL

According to the North American industry classification system (NAICS) of 71 categories "art, entertainment and leisure" involved in the statistical classification of sports

industry, to watch sports, event promotion, sports brokerage, leisure sports sports service industry output has become the core of the sports industry, accounted for more than 30% in the sports industry, including the ornamental sports output value of the largest. Professional sports are the core sector of ornamental sports industry, and its output value accounts for more [12] than 60% of ornamental sports. According to Statista data, the total revenue of the four major career alliances in 2017 was NFL (\$13.68 billion), MLB (\$9.46 billion), NBA (\$4.8 billion) and NHL (\$3.7 billion) [12]. In 2022, the output value of NFL (National Football League) reached 11.5 billion US dollars, far surpassing other professional sports leagues in the world. It is recognized as the most successful professional sports league in the world and the most successful case of the commercialization of the American sports industry.

From the perspective of internal management, (1) NFL has [13] a sound income distribution system [13]. NFL income distribution began in 1960, which is a series of profit distribution, supervision and negotiation system with the concept of balancing the strength of each team, increase the enjoyment of the game, and guide the sustainable and stable development of the league, mainly in the form of share sharing and salary cap system. Share form through the end of the dividend form closely contact club interests and league interests, broadcast rights earnings, for example, the NFL rights sold in the form of packaging, rather than by the club sold separately, league rights earnings will be divided to each club, so can better support some strength is not strong enough team. The salary cap system is to increase the suspense and appreciation of the game, and [14] to facilitate the balance of the human resources of the club, that is, to ensure the overall "balanced distribution" of excellent teams in the "league". The NFL restricts clubs through the salary cap system, requiring that the total salary of players should not exceed the salary cap limit. The specific salary cap calculation formula is " $62\% / \text{number of clubs-team benefits}$ " [14]. Both types of the league distribution mechanisms are designed to keep the players paid consistent with the overall income level, and to avoid a dominant and uneven development [15] between the clubs in the league. (2) The president of NFL is highly concentrated. NFL director of the board of the power is the most powerful in the four major league, not only have punishment, and the appeal to the league has the only arbitration, such centralized let the board can arbitrarily around players career, although prevent the loss of players, the management of players more strict, but caused a great influence on the player's career, even because of some wrong decisions delay the player's life. Therefore, many scholars [15] proposed that the president power of NFL should take the premise of safeguarding the core interests of the league and the long-term sustainable development as the primary premise, formulate transparent, fair and open punishment policies, and deal with the punishment of players prudently.

From the perspective of external management, NFL obtains revenue through media broadcast rights and advertising revenue, ticket revenue, sponsor revenue and franchise product revenue. Among them, the media broadcast rights account for the largest [16] proportion of the revenue, which mainly depends on the NFL's wonderful sports events content and the commercial operation of the media broadcast rights.

(1) Subdivided broadcasting rights [16]. Has "the Spring Festival gala" said the super bowl rights because the super bowl ratings rise, advertising bidding year by year, lead to the high price, several big TV stations has been unable to bear alone, so the NFL decided to subdivide the rights, in 2026,2030 rights to ESPN, the rest of the 9 super bowls by CBS, FOX, NBC in turn. On different game days of the week, the league also distributes its rights to different broadcasters over time, instead of selling all the shows to all platforms. Such accurate [17] and meticulous broadcast rights, on the one hand, because the cost is too high, on the other hand is the NFL hope the sports media companies in their best to produce the best "super bowl", the super bowl into a high entertainment, commercial television, using the way of media broadcast to make the audience have a stronger viewing experience [17].

3. Sino and U. S. Competitive Sports

As mentioned above, the competition performance industry is the core of the sports industry, while competitive sports are supporting the competitive performance industry. China and the United States have equal strength in competitive sports and have always been at the top of the world. China's competitive sports system has the characteristics of "nationwide system". The selection of athletes follows the principle of selection, promotion and all cost [18], which is the concentrated embodiment of the advantages of the socialist system. In the United States, social organizations play the leading role in governance, and the government provides support and supervision, and gives more governance power to the organization itself. The sense of government intervention is significantly lower than that of China [18].

3.1. Competitive Sports in China

China's competitive sports has long been accompanied by a strong political color, and the motivation for its development mainly comes from political needs. The government sets up a special administrative agency [19] for the management of competitive sports, and the departments are divided into leadership, management and executive level according to the levels and types of institutions [19] (Table 3).

The development model of the system of competitive sports has formed a unique talent training system, scientific training methods and solid and powerful material guarantee: (1) it has been adhering to the highly centralized [20] management for a long time. Competitive sports in China are mainly divided into three levels and five fronts [20]. The three levels refer to the national, provincial and grass-roots levels, and the five fronts refer to the national teams, provincial and municipal teams, sports schools, youth sports schools, sports clubs and school sports teams. The highly centralized management system ensures [21] the orderly progress of competitive sports. (2) Transformation to comprehensive quality training. "Olympic plan" although let China in just a few decades to catch up with Europe and the United States and other sports power, but for the cultivation of athletes is too single, not comprehensive, lead to many athletes after retirement by injury and discipline knowledge weak [21], unable to survive has been at the bottom of the society, caused a huge negative impact.

Table 3. Management system of competitive sports in China

Top class	Organization	Job content
The top leadership	State Physical Culture Administration	Responsible for the national sports work
Management layer	Individual sports management center, competitive Sports Department, individual sports association	The main task is to organize and guide the implementation (the outline of the national fitness program) and the Outline of the Olympic Glory Program, and to promote the socialization and development plan of the project, promote the popularization of the project and the improvement of the sports technology level
Executive layer	The management center has internal institutions, provincial / local project management center, provincial / local sports bureau training competitions, and provincial / local individual sports associations	It is mainly responsible for the specific implementation of some administrative orders and the development of regional competitive sports

3.2. Competitive Sports

The governance model of competitive sports in the United States is based on the cooperation and cooperation between the American Olympic Committee and various social

organizations, and the United States takes the Competitive [22] Talent Reconstruction Program (Rebuilding Athletes in America) as the operating guide. The athlete training program was divided into five stages according to age and competitive level [22] (Table 4).

Table 4. The American Competitive Talent Reconstruction Program

Stage	Age	Concrete measure
Discover, learn, and play	0-12 Years old	1. Learn the basic rules and sports skills 2. Participate in multiple sports to accelerate the development of motor skills 3. Participation in competitive competition is not advocated, and even if the participation should not exceed the regional level
Development and challenges	10-16 Years old	1. Further understand the basic rules and motor skills 2. Participate in multiple sports, and continue the development of motor skills and physical quality 3. Participate in the interesting training plan 4. Participate in competitions at the regional level to understand the competitive level that different age groups should reach
Training and competition	13-19 Years old	1. Start to focus on specific sports 2. Participated in many sports projects for cross-border development 3. Conduct an interesting, organized and sustainable culture plan 4. Participate in more challenging competition and improve their ability to the local level, regional level or national level
High level of development	15 Years old +	1. Develop the athletes' competitive ability to the greatest extent 2. Participate in a long-term and effective training program 3. Carry out special sports project training
Participation and Success	15 Years old +	1. Dedicated to participating in competitive competitions, and get happiness in success 2. Interdisciplinary training methods 3. Participate in the continuous training program

The development mode of competitive sports in the United States is very distinct, which not only gives full play to the role of the market mechanism [23] and market forces, but also pays attention to the moderate regulation of the government and the positive response of the society [23]. There are three main characteristics: (1) make full use of the market mechanism. American society and market forces have fully applied the market mechanism to the development of competitive sports to meet the needs of the masses in competitive sports. (2) Moderate regulation of the government under the circumstances of autonomous development. American society and market forces are mainly self-organized development, and the [24] government is basically in the position of "marginal people". However, when there are some development problems, such as excessive commercialization, corruption, chaotic management and violent conflict, the government will carry out timely and moderate regulation and control. For example, through the introduction of legal systems such as amateur sports law, Sherman law, national labor relations law, tax law, to regulate and coordinate competitive sports management system, operation system, racial discrimination and other issues [24]; (3) actively respond to the goals and requirements of national

moderate regulation and control: social and market forces actively respond to the goals and requirements of national moderate regulation and control, laying a foundation for the continuous recognition and support of the government.

4. Comparative Analysis of Sports Industry and Competitive Sports

4.1. Differences Between China and The US In the Sports Industry

There are significant differences between Chinese and American sports industry in development stage, market structure and operation mode.

In terms of development stage, after long-term development, the American sports industry has formed a complete industrial chain, a mature operation mode and an alliance management system with a sound income distribution system. In contrast, China's sports industry is still in a stage of rapid development, but its huge market potential has attracted many foreign clubs and sports companies, such as Bayern Munich, the Mediterranean, Real Madrid, Manchester City and Arsenal have all opened Chinese offices.

In addition, as China's sports industry moves toward the goal of "5 trillion yuan", the scale of China's sports industry will reach a new level.

In terms of market structure, the American sports market is characterized by diversification and openness, covering professional league, amateur sports, fitness and leisure and other fields. While China's sports market is relatively concentrated, mainly concentrated in a few areas, such as professional leagues and the Olympic Games.

In terms of operation mode, the American sports industry pays attention to market-oriented operation and commercial operation, and realizes the optimal allocation of resources through the market mechanism. Its marketing and operation system of broadcasting, advertising, sponsorship and licensed products is sound and attractive. At the same time, many sports marketing and intermediary companies in the United States have unique ways of packaging events and building sports stars. China's sports industry pays more attention to government guidance and policy support, and promotes the development of the sports industry through the power of the government. However, in recent years, the government has also gradually promoted the "delegating power, delegating control and service", and advocated the market to promote the development of the sports industry through the market. The government is gradually moving towards the direction of supervision and assistance. In particular, the operation mode of e-sports, tennis, marathon and other projects has a high degree of commercialization, and the government's participation is gradually becoming less.

4.2. Competitive Sports Differences between China and the United States

There are some significant differences between China and the United States in the field of competitive sports, mainly reflected in two aspects:

In terms of financial support, competitive sports in the United States rely on financial support from family or commercial clubs, and state subsidies cannot afford the high cost of training and equipment costs. The United States adopts [25] the market-led dual-track system, relying on family / club investment and commercial sponsorship, such as the operation of professional athlete brokerage team [25], forming a business-driven closed loop. At the same time, athletes will also constantly improve their competitive level and increase their exposure and value to gain more money. In contrast, China implements the public finance system, in which the government fully pays the training costs and strictly regulates the commercialization activities, to ensure that resources are concentrated on the national team's competitive goals, but inhibit the release of individual commercial value. In terms of training systems and goals, American competitive sports focus on creating an interesting, attractive and challenging training environment to meet athletes' own needs and protect their interests. On the other hand, China's athlete training system pays more attention to exploring the athletes' talents, breaking their limits, and encouraging the athletes to improve their competitive level through various assessment systems.

5. Summary

In conclusion, this study shows that the sports industry of China and the United States has entered a mature period, showing the dual-track characteristics of demand-driven and

innovative supply. In the field of competitive sports, China's "bureaucratic governance-quality cultivation" paradigm and the "market autonomy-interest oriented" model are complementary to confirm the adaptation of different governance logic. In the dimension of difference, the sports industry is reflected in the gradient division of government leading and market allocation, while competitive sports have differences in the financing system of public financial support and diversified capital. Cross-case analysis shows that the two countries break through the path of dependence through mutual learning: The United States learned from China's training mechanism to improve competitive efficiency, and China introduced alliance governance to optimize the structure of professional leagues, highlighting the two-way penetration of institutional innovation.

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