

# A Cultural Perspective on Entrepreneurship: A Case Study of Sports Entrepreneurship Management Strategies in China

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## Abstract

The cultural perspectives in sports entrepreneurship management involve tailoring strategies to the unique cultural contexts of sports, taking into account cultural traditions, values, and societal norms to foster the successful development of businesses. This research aims to analyse the cultural perspectives of entrepreneurship and the management strategies of sports entrepreneurship in China. The study yielded a total of 490 usable responses. In addition, we provided an explanation of the selection criteria and utilised SPSS for analysis. Our findings focus on assessing sports entrepreneurship management and surveying the perspective of entrepreneurship culture. Lastly, it examines the cultural viewpoint of entrepreneurship and strategies for managing sports entrepreneurship. Insights from culture enhance sports entrepreneurship by transforming management strategies, emphasising flexibility, diversity, and leveraging cultural nuances to foster innovation and sustained achievement in the sports industry.

**Keywords:** Cultural Perspective, Physical Fitness, Sports, Entrepreneurship Management, China.

## Introduction

The foundation of entrepreneurship lies in identifying and understanding the needs of individuals. Later, this requirement is assessed and utilised to offer a variety of new tools and services that have not been used before. Thus, the educational system of past societies placed a strong emphasis on fostering creativity (Wang, Mundorf, & Salzarulo-McGuigan, 2022). Entrepreneurship plays a crucial role in driving economic and societal growth. It fosters innovation, enhances competitiveness, and contributes to overall well-being. As a result, many governments have placed significant emphasis on this phenomenon. Starting a business is a complex and unpredictable process that requires the careful allocation of various resources to create value (Melwani & Sitlani, 2018). Researchers have dedicated significant focus to the aspect of entrepreneurship in recent decades. As a result, it has become a highly debated subject in various contexts, such as education and politics (Cabrera & Mauricio, 2017). In addition, numerous studies acknowledge the positive impact of entrepreneurship on economic development, competitiveness, and innovation. This is evident from the implementation of various government initiatives aimed at promoting entrepreneurship (Veleva, 2021). It is evident that there is a growing emphasis on entrepreneurship among academics and policymakers, with the government increasingly prioritising this area.

Cultural entrepreneurship is a relatively new discipline within the realm of cultural and management studies. Experts have described it as the evolution of an organisation that is governed and controlled by a select group (Dobrevva & Ivanov,

2020). The entrepreneurial culture plays a crucial role in fostering the development of any region. The success of the entrepreneur venture relies on the backing of family, the determination of political leaders, and the growth of the industry, as well as the unique qualities of the individuals involved. It is crucial to consider that elements such as political will, family, and industry are integral to regional culture. It will contribute to the growth of an entrepreneurial venture. There is comprehensive coverage of factors that contribute to the development of entrepreneurial projects. Culture plays a significant role in facilitating entrepreneurial activities (Morales, Aguilar, & Morales, 2022).

Engaging in sports and physical activity is crucial for promoting a healthy society. Both aspects play a crucial role in attaining the United Nations' sustainable development goals. Developing sports in a sustainable manner is a key priority for the United Nations' Sustainable Development Goals. Physical activity plays a crucial role in enhancing individuals' health. This is also crucial for the overall welfare of the individual. Engaging in physical activity or participating in sports can greatly contribute to an individual's recovery from non-communicable diseases (Li et al., 2023). For someone who is engaged in sports, it offers a gentle and tranquil means of fostering crucial activities such as promoting health, education, and sustainable environmental development. Several academic studies have explored the importation of sports in China. Sports in China are highly valued for their role in providing entertainment and opportunities for recreation. The development of sports is a significant focus of the Chinese government (Dai & Menhas, 2020).

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In the realm of research, numerous studies have delved into the correlation between specific ship and sports. The connection between these factors is continuously developing. It plays a crucial role in driving economic development, promoting social inclusion, enhancing public health, and fostering intercultural exchange (Nicoleta, 2023). The approach of entrepreneurship in this offers valuable and unique methods to address economic crises. During times of economic crisis, entrepreneurship becomes a crucial area that requires attention. There are several advantages in the academic realm, such as fostering regional growth, enhancing organisational productivity, and cultivating new economic forces (Dimova & Pela, 2018).

To enhance competitiveness and industry in sports, entrepreneurship is seen as a new and crucial driving force. On the other hand, a sports endeavour is seen as entrepreneurial when it successfully sustains its competitiveness through effective business management (González-Serrano et al., 2023). For entrepreneurs looking to thrive in the sports business sector, it is crucial to understand the significance of sports in Chinese culture and tailor their offerings accordingly. When implementing Chinese sports-related entrepreneurial management practices, it is important to consider various factors such as culture, economy, and regulations that need to be taken into account (Tasaddoghi, Razavi, & Amirnezhad, 2020). It explores the growing demand for services, products, and experiences related to sports, fuelled by the rising disposable incomes of an expanding middle class.

Utilising digital technology and platforms is crucial, given China's tech-savvy customer base and the prevalence of e-commerce and mobile applications for sports-related consumption (He & Xu, 2018). Building strong relationships with key stakeholders, such as government entities, sports groups, and local communities, is extremely important given the centralised nature of sports governance in China. In addition, businesses need to navigate through complex legal requirements and cultural nuances in order to ensure compliance and effectively engage with Chinese consumers. Through embracing innovation, collaboration, and a thorough understanding of the local market dynamics, entrepreneurs in the sports industry can take advantage of the abundant opportunities in China's rapidly expanding sports market (Wang & Fang, 2019).

There has been a significant growth of 15.4% in the sports industry over the past decade. The industry's total value has soared to 460 billion USD in 2022, marking a remarkable increase of 181 billion USD over the past decade. In the context of China, the sports industry plays a crucial role in driving economic development. In recent years, many Chinese cities have been implementing rental support

programmes to boost their economic development. China is primarily focused on the growth of the sports industry and the development patterns associated with it (Duan et al., 2023). Therefore, the Chinese economy has experienced a growth rate of approximately 7% in recent years. A similar level of growth has been observed in the Chinese sports industry in recent years (Wang & Zhao, 2019). The level of entrepreneurial education in China is quite limited. Thus, it is crucial to incorporate entrepreneurial education within the Chinese educational system. The primary objective of this research is to examine the cultural aspect of entrepreneurship in the context of sports entrepreneurship management strategies in China. It aims to explore the influence of cultural factors on entrepreneurship practices and approaches in the sports industry.

## Literature Review

The concept of entrepreneurship is incredibly complex and multifaceted. Thus, it is quite challenging to offer a sole definition. However, measuring entrepreneurial activities can also pose challenges. As a result, measuring its impact on economic performance is also challenging. In literature, entrepreneurship is commonly understood as the creation of new business ventures (Shuaibu et al., 2021). In addition, the new business involves taking on risks in order to generate profits. Derived from the marketplace opportunities.

In the economic function of a country, entrepreneurship plays a crucial role. It plays a crucial role in managing uncertainty and distributing various resources (Fan & Zakaria, 2024; Townsend et al., 2018). It is commonly known as the development of an organisation; the manager or owner of a company exhibits certain behaviours based on its inherent characteristics. The concept of entrepreneurship highlights the capabilities required to effectively manage, plan, take risks, innovate, and be creative in order to achieve desired goals. The entrepreneurs are individuals who own, manage, and develop businesses, investing their own money and putting in great effort to ensure the success of their ventures (Chen, 2021; Din, Anuar, & Usman, 2016). The entrepreneurs are motivated by the pursuit of innovation, which can manifest as novel changes or the introduction of new processes or products into existing systems (Guterman, 2018).

### Culture and Entrepreneurship

Each country has its own set of beliefs, norms, and values that have an impact on entrepreneurial intention. At this stage, the cultural context of the country becomes crucial in making certain decisions. The culture plays a crucial role

in the success and significance of entrepreneurs. The impact of positive cultural values on entrepreneurship is evident in the presence of low power remoteness, minimal ambiguity, and a strong desire to start a new business (Calza, Cannavale, & Nadali, 2020). Understanding the culture of a particular country is crucial for players who wish to operate internationally. Having a deep understanding of the culture of another country enables individuals to effectively cater to the demands and requirements of the local customers (Morales & Velilla, 2021). Having a deep understanding of a country's culture can greatly benefit entrepreneurs, allowing them to leverage the various factors influenced by these cultures.

Cultural entrepreneurs are individuals or organisations that play an active role in the realm of culture and the arts. It is expected that individuals engage in entrepreneurship in a specific cultural manner (Albinsson, 2017). Literature has described cultural entrepreneurship as a specific endeavour aimed at establishing a business rooted in culture. It also relies on introducing innovative services, products, and culture to the market. Understanding innovative business organisation in cultural entrepreneurship involves the study of culture (Toghraee & Monjezi, 2017). Culture is founded upon the values and beliefs that are linked to specific patterns of behaviour.

The cultural perspective on entrepreneurship highlights the influence of societal values, beliefs, and customs on the endeavours and achievements of entrepreneurs. The understanding is that entrepreneurship is influenced by more than just personal characteristics or economic conditions, but is deeply connected to cultural environments (Alon, Lerner, & Shoham, 2016). The way different cultures perceive risk-taking, invention, and responsibility can greatly influence how diverse societies celebrate or discourage these behaviours (Zahra & Wright, 2016). For example, in certain belief systems, failure in professional endeavours can be viewed as a negative, hindering mindset, whereas in others, it is considered a normal aspect of personal growth and learning. In addition, perspectives on culture consider how historical legacies, established structures, and social connections impact business opportunities and performances within a specific cultural context. Given these cultural distinctions, they play a crucial role in creating an atmosphere conducive to the growth of entrepreneurship and in designing efficient policies and support systems for aspiring entrepreneurs (Essien, 2020; Wang & Huang, 2024).

The intervention of organisational culture has had a significant impact on the connection between entrepreneurship inclination and business effectiveness in Algerian small and medium enterprises manufacturing, as highlighted by

Arabeche et al. (2022). The author of Sánchez-Hernández and Maldonado-Briegas (2023) advocates for the promotion of volunteer educational initiatives that specifically target entrepreneurship. An investigation at the national level explored the relationship between entrepreneurship, culture, and innovation. This study was conducted by López-Cabarcos et al. (2021). The studies examined the entrepreneurial inclinations of economics and business students from the northern region of Cyprus and Eastern Germany, offering valuable contextual insights.

According to Azubayeva (2021), there is a connection between parental cultural resources and the career choices of their offspring, specifically in the field of entrepreneurship. The author of (Hoda et al., 2021) evaluated the significance of the entrepreneurial intention model in understanding entrepreneurship intention across different cultural situations. The study conducted by Dai and Menhas (2020) focused on the utilisation of cultural resources to stimulate entrepreneurial activity in China.

The study by Hsu and Pivec (2021) aimed to address the differences in sustainability consciousness in entrepreneurship among higher educational students from Austria and Taiwan. It focused on assessing cross-cultural disparities in this area. Ha, Lee and Seong (2021) conducted a study that explored the relationship between entrepreneurial activity, market culture orientation, and job engagement. They based their research on the strategic-choice concept. To provide concrete evidence on the understudied topic of university-government interactions in developing a framework for fostering an entrepreneurship culture.

In their study, González-Serrano et al. (2023) examined the published documents on the Science Web pertaining to sport sustainability innovation and entrepreneurship. Escamilla-Fajardo, Parra-Camacho and Núñez-Pomar (2021) conducted a study to analyse the entrepreneurial alignment of Spanish nonprofit sports organisations and identify different groupings and their respective characteristics. Canestrino et al. (2020) conducted a study on the cultural aspects of societal entrepreneurship. Their research focused on the impact of global leadership and organisational behaviour effectiveness on social entrepreneurial activity across different nations.

The article offered an anthropological perspective on how to situate the entrepreneurial process within its specific context. The authors argue that the core of this perspective lies in the concept of interconnection. This interconnection is manifested through sociocultural relationships between individuals, interrelationships at various levels (meso, micro, and macro), and connections between the present and the past (Verver & Koning, 2024). Research has examined the effects of different choice patterns and cultural



orientations on individuals' business goals. In their recent study, [Guelich et al. \(2021\)](#) analysed 8 empirical articles that explore different aspects of the intricate connection between culture, gender, and the development of entrepreneurship among women.

### Sports Entrepreneurship Management Strategies

In the last few years, The people of China have extensively pursued various business ventures. Sports entrepreneurship holds significant importance as a key milestone in the realms of innovation, development, and growth. The global political landscape is intricately intertwined with the sports culture of China ([He et al., 2018](#)). China boasts a wide array of highly competitive sports. Historically, the Chinese have placed a greater emphasis on enhancing their physical well-being.

Researchers has defined sports entrepreneurship as "the identification and exploitation of opportunities to create new value through the medium of sport" ([Hammerschmidt, Kraus, & Jones, 2022](#)). The field of sports entrepreneurship encompasses both non-profit and for-profit motivations. Hence, individuals should regard it as the existing possibilities. One of the key aspects of the sports organisation is its ability to cultivate social value. The impact of sports organisations on research and the environment is substantial. Hence, it is imperative for them to carefully evaluate the potential effects on the organization's performance. The purpose of sports experience should extend beyond mere consumption. The motivation for engaging in sports is often driven by a sense of community and belonging, rather than solely aiming to foster unity or emotions ([Ratten & Jones, 2020](#)). The significance of sports entrepreneurship within sports organisations lies in its enduring influence on the health and well-being of society, making it a crucial aspect from a social standpoint. Due to their significant societal impact, it is crucial for sports organisations to embrace a social mindset.

The promotion of sports culture is facilitated by the entrepreneurial spirit. The fundamental concept of sports culture is to fulfil societal needs, take on responsibilities, and operate with a sense of duty ([Pang, Liu, & Liu, 2022](#)). This concept is supported by the entrepreneurial mindset that influences one's self-assurance in life, the cultivation of a sporting spirit, and the fostering of various forms of entrepreneurial drive. This concept is rooted in the promotion of harmony, fostering understanding between nations and cultures, and cultivating tolerance. It is of utmost importance in fostering cross-cultural and international understanding.

In the realm of sports, cultural entrepreneurship extends beyond mere performance and competition. It is centred around utilising sports as a platform to encourage and

ignite cultural engagement. Cultural entrepreneurship in the context of sports creates numerous opportunities for both communities and individuals. Through the organisation of various sports events, local culture and tradition can be effectively promoted. This has been supported by research conducted by [Cardella, Hernandez-Sanchez and Sanchez-Garcia \(2021\)](#) and [Pang et al. \(2022\)](#). It has the potential to boost the economy, generate income, and draw in visitors. Community engagement is a crucial result of cultural entrepreneurship in sports.

To define sport entrepreneurship, it is crucial to take into account specific characteristics of sports markets. These unique qualities set it apart from other fields of sports. Its primary focus is on maximising its mission statement rather than solely pursuing profit. In addition, sports products have a social aspect and uncertainty plays a significant role. The generation of value has implications both in terms of its social impact and economic significance ([Hammerschmidt et al., 2022](#)). Creating value through sports entrepreneurship involves multiple layers and is driven by the desire to achieve social, competitive, and financial goals. The creation of value in entrepreneurship relies on a collaborative process that encompasses the realm of sports activities. It is important for the sports industry to not solely focus on sports entrepreneurship ([Tasaddoghi et al., 2020](#)).

The concept of sports entrepreneurship is significant because it has enhanced contributions to various fields. The literature of sports entrepreneurship has the potential to make valuable contributions to the fields of entrepreneurship, marketing, business strategy, and management. Previous studies have highlighted the parallels between sports and entrepreneurship, noting common traits such as risk-taking, resilience, and proactivity ([Steinbrink, Berger, & Kuckertz, 2020](#)). Research has demonstrated that both entrepreneurship and sports are characterised by unpredictability and volatility. Thus, individuals adhere to the qualities and abilities necessary for personal achievement. There are several qualities that are common to both sports and entrepreneurship. These include making a positive impact on social issues, accurately predicting performance, effectively managing crisis situations, and developing sound business strategies. In addition, both of these factors rely on innovation and creativity. Experts have extensively examined how innovation impacts sports and entrepreneurship, delving into the intricate details ([Hayduk, 2020](#)).

The policies of sports entrepreneurship organisations involve the implementation of entrepreneurial principles and strategies in the sports industry to create and sustain profitable ventures ([McSweeney & Safai, 2020](#)). The process involves market segmentation, product innovation, and

business model implementation. The main policies focus on utilising knowledge to enhance fan engagement and player representation, establishing strategic partnerships with other organisations to expand reach and resources, and adopting a customer-centric approach to customise services according to the preferences and needs of sports enthusiasts. Efficient organisation of finances, talent, and processes is crucial for long-term success in the competitive sports market. Sports entrepreneurs must remain agile and flexible, constantly innovating to stay ahead of emerging trends and risks in the industry. Entrepreneurs can leverage their business acumen and enthusiasm for sports to exploit opportunities and stimulate growth in this lucrative and ever-changing industry (Pellegrini et al., 2020).

Figure 1 shows the features of sports-based entrepreneurship.

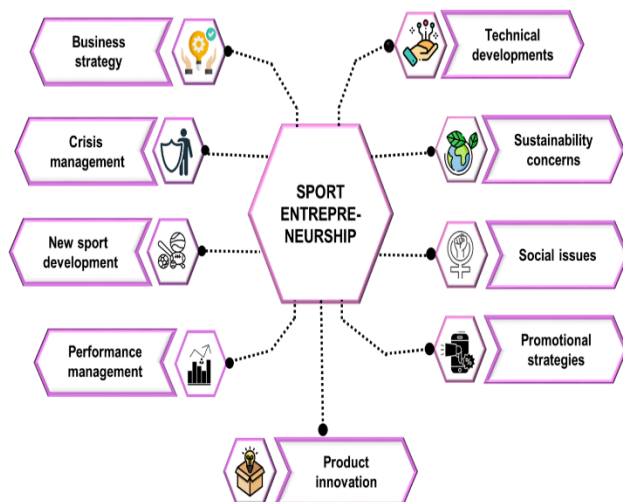


Figure 1: Features of Sport-Based Entrepreneurship.

## Materials and Methods

### Data Collection

Examining entrepreneurial sports activities in China involves gathering data on management strategies, cultural impacts, and their influence. The importance of governmental policies, commercial practices, societal values, and cultural customs in creating sports-related entrepreneurship initiatives should be considered. A total of 500 individuals were selected at random for the survey.

### Survey Questionnaire

The survey has been performed through questionnaires. The survey questionnaire is mostly performed on-site and online. The questionnaires are as follows:

- What impact does **Confucianism's focus** on educational institutions and hierarchy play in moulding styles of leadership within Chinese sports entrepreneurial management?

- How do **cultural norms of competitiveness** and collaboration impact the growth of sports entrepreneurial initiatives in China?
- How much does the conception of “guanxi” (also known as **social connections**) influence the achievement of sports entrepreneurial initiatives in the country of China?
- How do conventional Chinese cultural principles like **collectivism and harmony** impact choice-making in sports-related entrepreneurship endeavours?
- How do cultural perspectives of **government and authority** impact the regulatory surroundings and policy landscape regarding sports entrepreneurial enterprises in China?
- How does the cultural importance of **athleticism and sports** in Chinese culture impact customer behaviours and demand from markets in the sports entrepreneurial industry?
- What perspectives about **failures and risks** vary between Western and Chinese cultures and how does this impact entrepreneurship behaviour within the sports sector?
- What influence do cultural perspectives on **innovation and tradition** possess on the adoption regarding new technology and business models in Chinese sports entrepreneurship?

Considering the results of this questionnaire, 490 people were valid out of 500 participants. 98 % was the overall effectiveness rate.

### Selection Criteria

The selection criteria can be classified into two types, namely: inclusion criteria and exclusion criteria. The two types of selection criteria are as follows.

#### Inclusion Criteria

- **Cultural Perspective:** Incorporate research that examines the impact of Chinese culture on entrepreneurship activity in sports-related industries.
- **Entrepreneurial enterprises:** Incorporate case studies on Chinese sports-related entrepreneurial enterprises like sports technology start-ups, sports marketing agencies, sports academies, etc.
- **Cultural factors' impact:** Include research that investigates how cultural variables like collectivism, guanxi, Confucian principles, and government policies form the entrepreneurship environment in the Chinese sports business.
- **Management strategy:** Incorporate cases that examine particular management methods utilized through the sports entrepreneur's industry, like marketing approaches, sponsorship deals, talent acquisition, and so on.

### Exclusion Criteria

- **Non-Chinese Perspective:** Excludes works that don't particularly concentrate on the Chinese markets and don't consider the cultural subtleties of Chinese entrepreneurship.
- **Non-Sports Initiatives:** Case studies focused on entrepreneurial initiatives outside of the sports business should be excluded to keep the concentration on sports-related entrepreneurship.
- **Outdated or irrelevant research:** Eliminate research published prior a specific deadline and which don't offer pertinent perspectives regarding the cultural context of sports business in China.
- **Generalized Entrepreneurial Works:** Excludes research which explores entrepreneurial management methods in broad terms with no focus on the cultural viewpoint and its pertinence to the sports sector.

### Statistical Analysis

The statistical analysis in this study was conducted using SPSS software version 16.0. An analysis was conducted to examine the cultural perspective on entrepreneurship in Chinese sports management techniques. Tests such as descriptive analysis and proportional analysis have identified significant disparities in cultural characteristics and entrepreneurship methods. The results suggest that cultural nuances play a crucial role in shaping entrepreneurship strategies in China's sports industry, highlighting the importance of understanding culture for effective entrepreneurial management in such contexts.

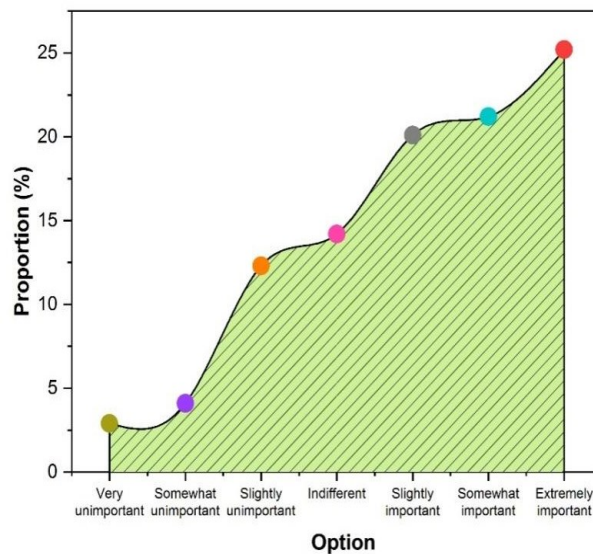
## Results

The entrepreneurship culture begins and ends with societal development. To comprehend the present state of the integration between the entrepreneurship cultures and sports-related management strategy development, as well as should possess a rational comprehension of the significance of the entrepreneurship culture in sports management strategy establishment, a present circumstance survey is conducted.

### Assessment of Investigation Findings on Sports Entrepreneurship Management

Participating in and comprehending sports entrepreneurship management development is crucial for the growth of China's sports industry. Understanding the public's perception of sports entrepreneurship management is crucial for assessing the relationship between entrepreneurial culture perspective and sports entrepreneurship management. The significance of sports entrepreneurship management is ranked as follows: extremely important (25.2%), somewhat important (21.2%),

slightly important (20.1%), indifferent (14.2%), slightly unimportant (12.3%), somewhat unimportant (4.1%), and very unimportant (2.9%) (see Figure 2).



**Figure 2:** Investigation of the Significance of Sports Entrepreneurship Management.

Table 1 shows the assessment of the significance of sports entrepreneurship management. The term F represents the factors.

**Table 1**

*An Analysis of The Importance of Sports Entrepreneurship Management*

Option	Proportion (%)
F1	19.8
F2	15.2
F3	20.1
F4	14.7
F5	20.3
F6	9.9

**Note:** F1: Participating in sports promotes mental, emotional, and social well-being, F2: Sports foster camaraderie and collaboration, strengthening relationships, F3: Sports promote fair play and discipline, which helps to mold characters, F4: Sports serve as a bridge between cultures, encouraging mutual respect and understanding, F5: Sports addresses issues such as exclusion from society and obesity, F6: Sports provide jobs and generate income, which boost the economy.

The survey results indicate varying levels of satisfaction with the requirement of sports entrepreneurship management. The percentages of respondents who reported being extremely dissatisfied, moderately dissatisfied, slightly dissatisfied, dissatisfied, slightly satisfied, moderately satisfied, and extremely satisfied are 4.1%, 8.2%, 11.1%, 15.5%, 18.1%, 19.2%, and 23.8% respectively, as shown in Figure 3.



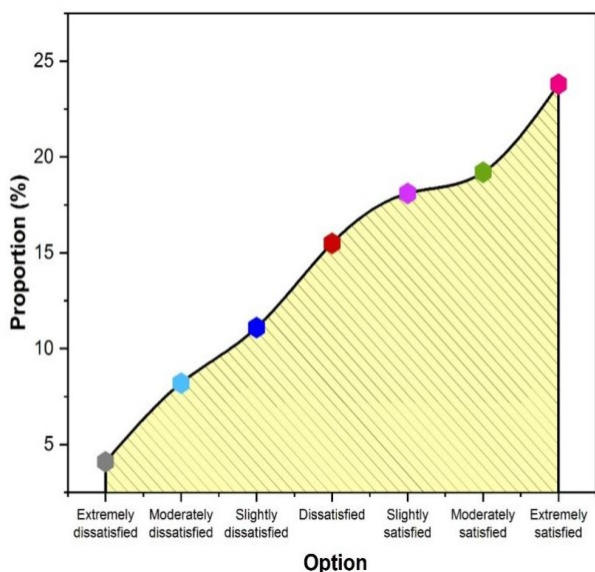


Figure 3: Assessment of the Requirement of Sports Entrepreneurship Management.

### Assessment of Survey Findings on Entrepreneurship Culture Perspective

An investigation has been conducted on the current perception of entrepreneurship culture among the general population. The graphical representation in Figure 4 demonstrates various levels of acknowledgment towards the entrepreneurial cultural perspective. These levels include: strongly not acknowledge (4.1%), moderately not acknowledge (8.3%), indifferent (10.2%), moderately acknowledge (12.4%), quite acknowledge (16.9%), very acknowledge (19.2%), and strongly acknowledge (28.9%).

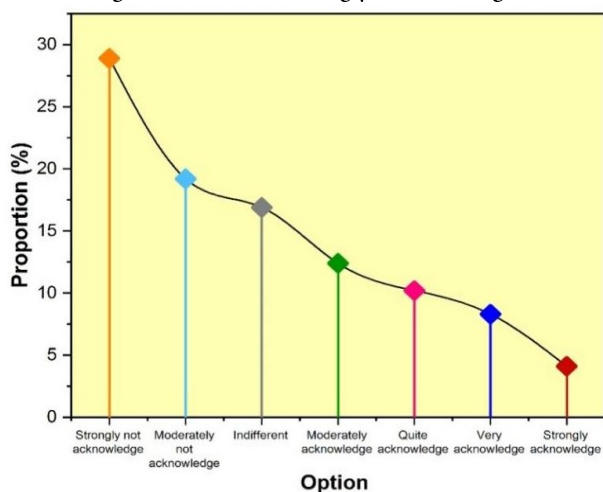


Figure 4: Acknowledgement of Entrepreneurship Cultural Perspective.

When examining the cultural perspective of entrepreneurship, the percentages of individuals who reported different levels of understanding are depicted in Figure 5. These percentages are as follows: 3.2% for not at all understanding, 4.3% for not really understanding, 12.1% for somewhat understanding, 22.6% for

moderately understanding, 25.4% for very well understanding, and 32.4% for extremely understanding.

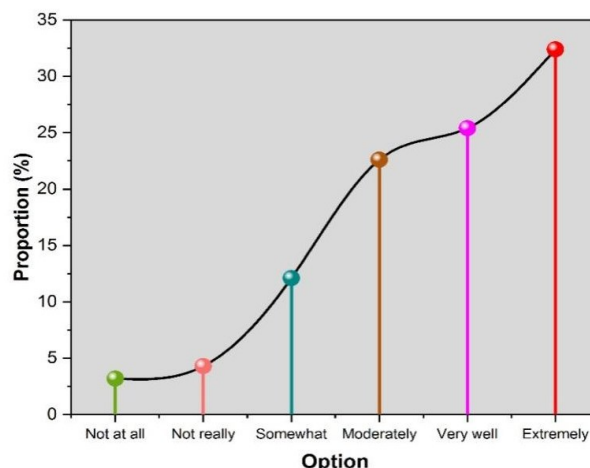


Figure 5: Understanding the Entrepreneurship Cultural Perspective.

Table 2 highlights the social significance of entrepreneurship cultural perspective.

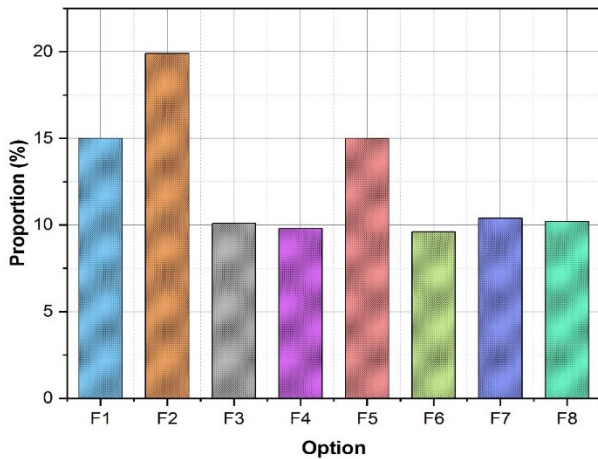
Table 2

#### The Social Significance of Entrepreneurship Cultural Perspective

Option	Proportion (%)
F1	15
F2	12
F3	10.1
F4	8
F5	9.7
F6	7
F7	10.2
F8	13
F9	8
F10	7

**Note:** F1: Innovation that benefits society is propelled by an entrepreneurship cultural perspective, F2: By creating jobs, entrepreneurs' lower unemployment, F3: Economic prosperity and productivity are increased by entrepreneurial activity, F4: Local investments made by entrepreneurs improve the community's welfare, F5: Social mobility is made possible through entrepreneurship, irrespective of circumstance, F6: Progress through measured taking risks is encouraged in entrepreneurship. F7: Entrepreneurs work together to solve societal problems, F8: Social and cultural transformation is catalysed by entrepreneurs, F9: Through entrepreneurship, people can influence society, F10: Global problems are addressed through entrepreneurship solutions.

In Figure 6, regarding the influence of entrepreneurship, cultural perspectives on people attain F1 (15%), F2 (19.9%), F3 (10.1%), F4 (9.8%), F5 (15%), F6 (9.6%), F7 (10.4%), and F8 (10.2%).

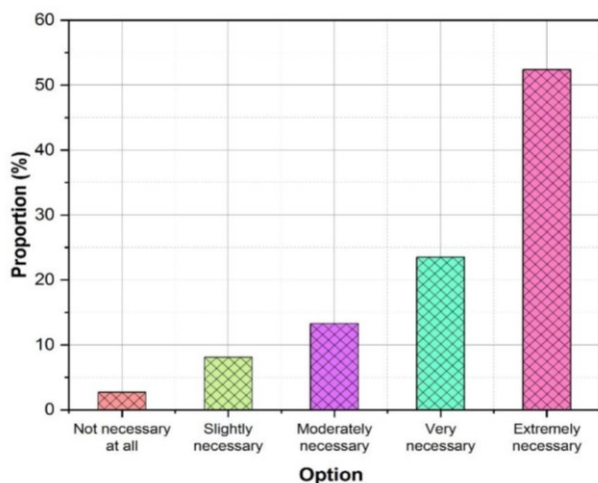


**Figure 6:** The influence of Entrepreneurship Cultural Perspectives on People.

**Note:** F1: Entrepreneurship provides satisfaction to the individual through passion, risk-taking, and success, F2: Entrepreneurship fosters innovations for social advancement, F3: Entrepreneurship encourages lifelong knowledge and development, F4: Entrepreneurship produces leadership for efficient direction, F5: Resilience is developed by entrepreneurship to overcome obstacles, F6: Self-expression and innovation are enhanced by entrepreneurship, F7: Being an entrepreneur develops confidence and self-reliance, F8: Entrepreneurship promotes cooperation and networking.

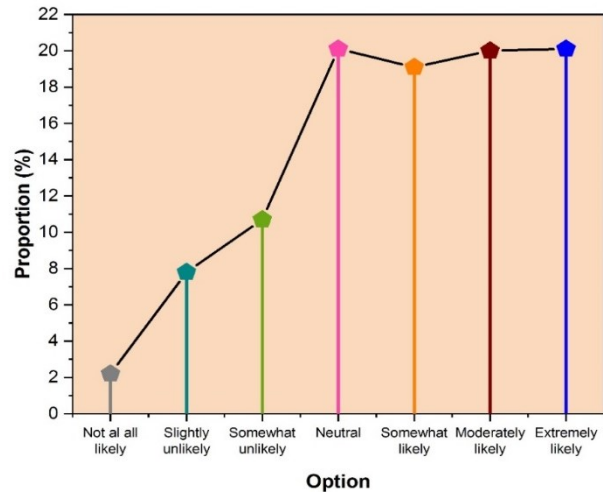
**Assessment of Cultural Perspective of Entrepreneurship and Sports Entrepreneurship Management Strategies**

The survey results show that the incorporation of an entrepreneurial cultural perspective into the development of sports entrepreneurship management strategies is perceived as follows: not necessary (2.7%), slightly necessary (8.1%), moderately necessary (13.3%), very necessary (23.5%), and extremely necessary (52.4%), as depicted in Figure 7.



**Figure 7:** Examination of the Combination of Entrepreneurship Cultural Perspective into The Development of Sports Entrepreneurship Management Strategies.

The survey results indicate the distribution of responses regarding the influence of entrepreneurship cultural perspective on the development of sports entrepreneurship management strategies. The percentages for each response category are as follows: not at all likely (2.2%), slightly unlikely (7.8%), somewhat unlikely (10.7%), neutral (20.1%), somewhat likely (19.1%), moderately likely (20%), and extremely likely (20.1%). These findings are presented in Figure 8.



**Figure 8:** The Percentage of Entrepreneurship Cultural Perspective in The Development of Sports Entrepreneurship Management Strategies.

Table 3 expresses the details regarding whether the society provides explorations in sports and other related activities.

**Table 3**

*Investigate Comparable Activities Like Sports-Related Cultural Lectures*

Option	Proportion (%)
Never	14.1
Rarely	24.5
Occasionally	29.2
Often	19.8
Very often	12.4

**Discussion**

Through the comprehension and adaptation of entrepreneurship culture perspective activities, the present research reveals the essential importance of the entrepreneurship culture perspective in the development of sports entrepreneurship management. It gives important illumination about the way to introduce an entrepreneurial cultural perspective to China's culture of sports and activities, along with the way to promote the growth of China's sporting endeavors. The formation of sports and culture within China has been examined and some recommendations were made for future growth. This has



important practical significance for evolving the nation's cultural power as well as improving total strength, national cohesiveness, and innovative consciousness. The following facets require significant improvement. It is essential to establish educational organisations that promote an entrepreneurial culture and enhance conceptual research in order to foster the development of entrepreneurship culture. Active participation in cultural entrepreneurship should involve engaging in various sports and competitive activities within organisations and society. It is essential to play a significant role in promoting the entrepreneurship culture, improving sports facilities, enhancing the content of entrepreneurship culture, and integrating entrepreneurship culture into sports management development during the cultural circumstances' development process.

## Conclusion

This study examines the perspective of entrepreneurial culture and the development of methods for managing sports entrepreneurship. This study explores the necessity of incorporating an entrepreneurial culture into education, considering various perspectives such as the humanities, economy, morality, mental processing, and regulatory mechanisms. This study emphasises the significance of the entrepreneurship culture perspective in promoting the development of sports entrepreneurship management strategies in China. It does so by analysing the framework of the entrepreneurship cultural approach. The majority of individuals strongly support the culture of entrepreneurship.

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The entrepreneurship cultural perspective must be conveyed in the development of sports entrepreneurial management strategy. It is crucial to effectively raise awareness of the cultural perspective of entrepreneurship, enhance sports facilities, and improve the relevant components of the entrepreneurship cultural perspective. Possible limitations of the survey include biases in responses, incomplete capture of cultural subtleties, and concerns about generalizability. This study aims to analyse emerging trends in Chinese sports entrepreneurship and investigate the cultural factors that impact entrepreneurial strategies for achieving future success.

## Limitations and Suggestions

The data for this study was collected through simple random sampling. It is recommended to employ more advanced sampling techniques for future data collection. The data analysis employed descriptive and proportionate techniques. Future studies may benefit from utilising alternative techniques, such as Process Macros in SPSS, for data analysis. This study examines a sample of Chinese respondents. Conducting a similar study in Japan or Malaysia would be intriguing, as these populations also prioritise their health. Ultimately, it is recommended to establish a comprehensive research framework for the examination of comparable studies in subsequent research endeavours. The Chinese sports sector's policy makers can utilise the findings of these studies to formulate policies conducive to the advancement of sports entrepreneurship. Researchers can benefit from these results for future studies.

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