Executive DBA, Université Paris Dauphine – PSL

PSL 巴黎九大高级工商管理博士学位项目

# Research on the Reconstruction of Chinese Football Youth Training System

(Thesis submitted for the degree of Executive Doctorate in Business Administration)


Cohort: 2017

Candidate: TANG Qinghui

Supervisors: FAN Yushun, WANG Jiahong


November 28, 2021

# CONFIDENTIALITY AND AUTHORISATION

There is a need to protect the confidentiality of information provided by the interviewees and their organizations. For this reason, the data and other material included in the thesis have been presented in such a way as to protect the interests of the participants. This thesis has been accepted as confidential, and will be handled according to the Université Paris-Dauphine' confidentiality policy.

Furthermore, the writer fully understands the relevant policy of Université Paris-Dauphine, regarding to the reservation and usage of the dissertation, namely that the University has the right to retain copies of the thesis, allow the thesis to be accessed and borrowed; The university may publish all or part of the contents of the thesis, and can save the thesis by photocopying, microprinting or other means.

Signature：_____Signature of Supervisor：_____Date：_____

# ABSTRACT

In 2015, the General Plan of Chinese Football Reform and Development proposed to "make the revitalization of football an important task in building a strong sports nation", elevating football to a new level and giving it new value. However, the argument that "a nation with such a large population of 1.3 billion fails to select out 11 people who can play football well" has long been widely known, the root cause of which goes to the lack of a football youth training mechanism and young talent reserves. In this context, China has put out a range of policies concerning school football and professional football youth training, with a view to promoting the establishment of Chinese football youth training system in a top-down manner. However, these top-level policies only serve as guidelines for developing a Chinese football youth training system, and there are still many problems in the process of specific policy implementation. At present, vertically, the popularization and improvement of the football game show split development with unclear management interests, ambiguous divide of power and duties, inconsistent development concepts, and a lack of clear training and promoting path for football talents; horizontally, market entities relating to football youth training are in a relatively chaotic status and isolated from one another, and it is difficult to achieve positive interaction among various youth training institutions, so the idea of complete marketization for them is neither realistic nor reasonable. The above problems have seriously hindered the construction and development of China's football youth training system.

This thesis takes the "Chinese Football Youth Training System" as its object of research and employs a combination of methods, including literature review, Delphi, field survey, interviews, and mathematical statistics, to conduct a systematic study on the status quo, problems and reconstruction of Chinese football youth training system, the main characteristics and good practice of foreign football youth training systems, and the operation, support and evaluation mechanisms of Chinese football youth

training system. The author also deconstructs the existing football youth training systems in various aspects in an effort to explore the root cause for the existing problems, and strives to explore the structure, modes and operation mechanism of the current youth training system in China and achieve an effective connection between competitive football and campus football. Research shows that China has basically established a well-developed multi-dimensional reserve talents training framework that consists of five youth training systems: professional football club youth training system, football youth training system under the provincial-level sports bureau, municipal football youth training system, training-education integrated school youth training system, and social football club youth training system, but still faces a series of problems, including unclear development goal and path; the reform in football youth training will focus on the youth training outline, hierarchical training, competition system, coach training system, and evaluation and monitoring of the youth training mode's effects. It's particularly noteworthy that football youth training development philosophy and the contraction between education and training are the major challenges facing China's football youth training reform.

The author reaches the following conclusions:

Firstly, the football youth training system of professional football clubs in China is constantly improved, the level of investment is steadily rising, and the training of reserved talents takes a diversified development path. Furthermore, the goal of training also changes from the previous "performance-oriented" goal to the one that targets the three major fields of cognition, emotion, and movement skills. But it is still far from the goal of abandoning the previous idea of competition first, motivating players to improve their abilities in all aspects by taking the correct evaluation direction, and provide football players with more and better choices. At this stage, the echelon construction of professional football clubs for football youth training system is not perfect. The clubs lack a sense of social responsibility; there is conflict in learning and training; coaches use different teaching methods; and the evaluation system needs to be changed. Currently, China has two mainstream modes for training

football talents: the closed-off management mode, in which both learning and training are conducted simultaneously and the pilot school mode. Both of the two modes have greatly contributed to Chinese football, but they need to learn from each other and work together to develop talents for Chinese football.

Secondly, against the backdrop of the disintegration of the three-tier training network, the youth training system under provincial-level sports bureaus has undergone comprehensive development, no longer acquiring talents solely from sports schools. The system increases cooperation between schools of different types. But unbalanced development among regions remains a concern. The third-tier football youth training system adopted by Hubei Province, with school football at the bottom, football youth training centers at the middle layer, and elite echelon at the top, builds reserve talents pool for football development in Hubei. But the downside is that the more advanced players develop, the narrower the path grows. Inner Mongolia builds a training system based on football elite training camps, and makes full use of its own advantages to seek breakthroughs for Inner Mongolia football. The focus of youth player cultivation should be on each region in order to maximize the overall level of youth training.

Thirdly, at present, China's municipal football youth training system has gained diversified development, and many different football youth training systems have been formed in nationwide cities. However, there are still many problems, such as the elite mode left behind by the traditional three-tier training network, the venue problem, narrow developing path for outstanding players, and the short career of players due to further education. With the various problems, education bureaus, sports bureaus and football associations should coordinate and play their respective functions, invest sufficient funds, increase efforts for the football field construction, introduce advanced coaches and technology, and provide comprehensive services for the young players training.

Fourthly, the training-education integrated school youth training system is flawed by inconsistent concepts, low pay for coaches, low levels of coaching, unsound competition system, acute conflicts between sports and education, the formalization of

school football, and insufficient efforts for recruitment by universities. The social football club youth training system has such deficiencies as poor quality of youth training, single source of funding, and difficulties in social training supervision. Football youth training centers face the problems of unbalanced development of coaches, large demand for venues and coaches, and the evaluation system to be perfected. The NYSL is confronted with such problems as disparities in the strength of participating teams, inadequate venues and facilities, the phenomenon of withdrawal from matches, and the long travel for competitions.

Fifthly, German football's scientific “Talented Football Program” promotes the balanced development of young people in both areas, following the laws of physical and mental development, with comprehensive coverage of training centers, and proper arrangements for study and training in consultation with the various training providers. France uses games to train skills, provides a systematic and reliable training path, and uses behaviorist theory and constructivist theory to support the youth training mode. Japan focuses on the goal of youth training, with schools as the main path of training, allowing young people to experience the fun of football. It also has a comprehensive youth competition system and advanced and strict coach training. For the construction and development of Chinese football youth training system, firstly, a correct football philosophy should be established, and it is necessary to stimulate young children’s interest in football, relieve the conflict between school learning and training, and then improve the youth football competition system. Coach training also should be strictly managed.

Sixthly, analyze and construct the operation mechanism of Chinese football youth training in China through six aspects: decision making, integration, collaboration, motivation, incentives, and supervision. At the decision-making level, a pluralistic decision-making mechanism with public participation, expert argumentation and government decision-making should be formed. At the integration level, integrate funds, venues and coach resources under the leadership of the Ministry of Education and the General Administration of Sport and with the coordination of several other

departments. At the collaboration level, initiated by the Ministry of Education and the General Administration of Sport, with the participation of such departments as the National Development and Reform Commission, the Ministry of Finance and the Ministry of Justice, establish the inter-ministerial joint meeting system. At the level of driving force, driving forces of Chinese football youth training are classified by explicit motivation and implicit motivation. At the level of motivation, a combination of spiritual motivation and material motivation is adopted. Provide incentives and guidance to grassroots government officials, football teachers, football coaches and other grass-roots staff. At the level of supervision, provide legal guarantee and legal basis for supervision through conventional legislation, enhance the effectiveness of supervision implementation.

Seventhly, the supporting mechanism for Chinese football youth training mainly includes five aspects: institutional support, organizational support, financial support, technical support and legal support. To implement the institutional support, we need to start from three aspects, namely policy formulation, policy implementation and policy supervision. Components of organizational support include management modes, organizational structure, personnel composition, and division of authority and responsibility. The financial support, as the necessary material support foundation, should be studied from the three aspects of government support, market participation, and multi-stakeholder funding to expand fund raising channels. Technical support depends on football teaching, football training, competition organization, player selection, teacher training and other links. We should enrich the types of football insurance, strengthen supervision, protect the rights and interests of the insured, and thus provide legal protection for young football players.

Eighthly, the construction of the evaluation system of Chinese football youth training follows the construction principle and adopts a combination of diagnostic evaluation, formative evaluation and summative evaluation, with the public, government departments and evaluation agencies as the main subject of evaluation while the Chinese football youth training system as the evaluation object. Investigation was

conducted by distributing questionnaires to 20 experts in the field of Chinese football youth training, and consistency of the results was tested. Finally, the evaluation indicators system of Chinese Football Youth Training was formulated, which consists of 2 first-level indicators, 11 second-level indicators, and 66 third-level indicators. The evaluation indicators system and the Chinese football training system together form a dynamic closed-cycle evaluation system of “implementation – evaluation – correction – implementation”.

**Keywords:** football; youth; youth training system; reconstruction; innovation, strategies, institutional mechanism

# ACKNOWLEDGEMENT

From whichever direction the winds blow, I remain strong. After finished the study in the Master of Management at the Australian National University, I further my study for the doctorate degree in the Université Paris-Dauphine. My learning experience is hard but the outcome delights me. Learning has become the most wonderful melody and the most memorable moment in my life. Learning refreshes and improves my life, which will closely accompany me to continuously enrich my life.

No practice, no gains. After three years of hard work at the highest stage of academic study, I have established a more comprehensive and scientific understanding of knowledge and management. Through practice, I get more valuable insights. Besides, it is my great honor to get to know my respected professors. They are not only kind and open-minded, but also keep improving, realistic and pragmatic. They are not only rich in knowledge and famous all over the world, but also meticulous and rigorous. I'd like to express my sincere thanks to all my professors for your great effort and contribution in teaching and research. My professors' courses refresh and enlighten me, which will greatly benefit me.

Get much knowledge from a broad reading and act with restraint on the basis of large accumulation. In the process of thesis writing, my thesis instructor patiently offers guidance on me, seeing their great respect on knowledge, my comprehensive and rigorous attitude towards subject research and practical thinking gradually developed. In retrospect of the research and learning experience on the thesis, it is full of difficulties, comparison and deliberation, strictness and demonstration, but it is more meaningful. Without the careful guidance, great help and strict requirements of my instructors, I can't successfully complete every step of the thesis research. I want to sincerely thank them.

No pains, no gains. My study for the doctoral degree is coming to an end, and behind the fruitful results is a great effort, especially the effort of my teachers in this project. Because of their hard work on my life and study, I am able to learn knowledge without any worries. Besides, I would also like to thank my dear classmates, they love me like my family. We work hard on study and help each other in life, and we will be together like this in the future life. In addition, I would also like to thank my family

for your understanding and support, which gives me the greatest motivation to study.

We will see the delightful outcome after going through thick and thin. The three-year study is unforgettable. It is the most glorious years of my life, which I am so proud of. Although the learning here coming to an end, it is actually a perfect start, which will inspire me to another peak of my life, allowing me to constantly surpass myself and realize greater dreams. I am sure that the great lighthouse of my university will continuously shine on me to encourage me to go on.

# Table of CONTENT

**ABSTRACT** ..... I

**ACKNOWLEDGEMENT** ..... VII

**Table of CONTENT** ..... IX

**Table of TABLE** ..... XV

**Table of FIGURE** ..... XV

**Chapter I Introduction** ..... 1

1.1 Research Background ..... 1
1.2 Research Purpose and Significance ..... 3
1.2.1 Research Purpose ..... 3
1.2.2 Research Significance ..... 5
1.3 Research Content and Innovations ..... 5
1.3.1 Research Framework ..... 5
1.3.2 Research Content ..... 6
1.3.2.1 Status Quo and Deficiencies of Chinese Football Youth Training System ..... 7
1.3.2.2 Main Features of Foreign Football Youth Training System and Valuable Experience ..... 7
1.3.2.3 Concept on Reconstructing of Chinese Football Youth Training System ..... 8
1.3.2.4 Operation Mechanism of Chinese Football Youth Training System ..... 8
1.3.2.5 Supporting Mechanism for Chinese Football Youth Training System ..... 9
1.3.2.6 Evaluation Mechanism of Chinese Football Youth Training System ..... 9
1.3.3 Challenges ..... 10
1.3.4 Innovations ..... 10
1.3.4.1 Innovation in Academic Views and Thoughts ..... 10
1.3.4.2 Innovation in Research Methods and Content ..... 11
1.4 Research Object and Methods ..... 12
1.4.1 Research Object ..... 12
1.4.2 Research Methods ..... 12
1.4.2.1 Literature Review ..... 12
1.4.2.2 Delphi Method ..... 12
1.4.2.3 Field Survey ..... 14
1.4.2.4 Interviews ..... 14
1.4.2.5 Mathematical Statistics ..... 15

**Chapter II Literature Review** ..... 16

2.1 Research on Football Youth Training in China ..... 16
2.1.1 Research on the Professional Football Club Youth Training System ..... 16

2.1.2 Research on the Youth Training System in Provincial and Municipal Sports Bureaus ..... 24
2.1.3 Research on Urban Youth Training System ..... 30
2.1.4 Research on the Training-education Integrated School Youth Training System ..... 32
2.1.5 Research on the Social Club Youth Training System ..... 37
2.2 Research on Football Youth Training Abroad ..... 39
2.3 Review of Research on Football Youth Training at Home and Abroad ..... 44
2.4 Relevant Theories as a Foundation ..... 45
2.4.1 System Theory ..... 45
2.4.2 Synergy Theory ..... 47
**Chapter III Status Quo and Problems of Chinese Football Youth Training System ..... 50**
3.1 Analysis on the Status Quo and Deficiencies of Professional Football Club Youth Training System ..... 50
3.1.1 Analysis on the Training Providers of Professional Football Club Youth Training System ..... 51
3.1.2 Analysis on the Training Objectives of Professional Football Club Youth Training System ..... 53
3.1.3 Analysis on the Investors of Professional Football Club Youth Training System ..... 55
3.1.4 Analysis on the Training Modes of Professional Football Club Youth Training System ..... 56
3.1.5 Analysis on the Evaluation Orientation of Professional Football Club Youth Training System ..... 59
3.1.6 Analysis on the Training Solutions to Professional Football Club Youth Training System ..... 61
3.1.7 Analysis on the Deficiencies of Professional Football Club Youth Training System 63
3.2 Analysis on the Status Quo and Deficiencies of Football Youth Training System under the Provincial-level Sports Bureau ..... 65
3.2.1 Analysis on the Evolution of Football Youth Training System under the Provincial-level Sports Bureau ..... 65
3.2.2 Three-tier Football Youth Training Mode System in Hubei Province ..... 66
3.2.3 Elite Training Camp Mode in Inner Mongolia Autonomous Region ..... 67
3.2.4 Analysis on the Deficiencies of Football Youth Training System under Provincial and Autonomous Sports Bureau ..... 67
3.3 Analysis on the Status Quo and Deficiencies of Municipal Football Youth Training System ..... 68
3.3.1 Analysis on the Status Quo of Football Youth Training System in Guangzhou City 68
3.3.2 Analysis on the Status Quo of Football Youth Training System in Wuhan City ..... 69
3.3.3 Analysis on the Status Quo of Football Youth Training System in Qingdao City ..... 69
3.3.4 Analysis on the Status Quo of Football Youth Training System in Tai'an City ..... 70
3.3.5 Analysis on the Deficiencies of Municipal Football Youth Training System ..... 71
3.4 Analysis on the Status Quo and Deficiencies of Training-Education Integrated School Youth Training System ..... 72
3.4.1 Analysis on the Training Providers of Training-Education Integrated School Youth

Training System ..... 72
3.4.2 Analysis on the Development Goals of Training-Education Integrated School Youth Training System ..... 74
3.4.3 Analysis on the Training Solutions to Training-Education Integrated School Youth Training System ..... 74
3.4.4 Analysis on Administrative Department's Function of Training-Education Integrated School Youth Training System ..... 75
3.4.5 Analysis on the Deficiencies of Training-Education Integrated School Youth Training System ..... 76
3.5 Analysis on the Status Quo and Deficiencies of Social Football Club Youth Training System ..... 78
3.5.1 Analysis on the Evolution of Social Football Club Youth Training System ..... 79
3.5.2 Analysis on the Training Modes of Social Football Club Youth Training System . 79
3.5.3 Analysis on the Training Solutions to Social Football Club Youth Training System 80
3.5.4 Analysis on the Training Mode of Sichuan Province Mingyu Football Club ..... 80
3.5.5 Analysis on the Training Mode of Nanjing Children's Amateur Football Club ..... 81
3.5.6 Analysis on the Deficiencies of Social Football Club Youth Training System ..... 81
3.6 Analysis on the Status Quo and Deficiencies of Football Youth Training Centers ..... 82
3.6.1 Analysis on the Distribution of Football Youth Training Centers ..... 83
3.6.2 Analysis on the Support for Football Youth Training Centers ..... 83
3.6.3 Analysis on the Professional Team of Football Youth Training Centers ..... 85
3.6.4 Analysis on the Developing Trend of Football Youth Training Centers ..... 86
3.6.5 Analysis on the Deficiencies of Football Youth Training Centers ..... 87
3.7 Analysis on the Status Quo and Deficiencies of National Youth Super League (NYSL) . 87
3.7.1 Analysis on the Evolution of NYSL ..... 88
3.7.2 Analysis on the Teams Participating in NYSL ..... 89
3.7.3 Analysis on the Competition System of NYSL ..... 90
3.7.4 Analysis on the Significance of NYSL ..... 91
3.7.5 Analysis on the Developing Trend of NYSL ..... 92
3.7.6 Analysis on the Deficiencies of NYSL ..... 92
**Chapter IV Main Features of Foreign Football Youth Training Systems and Valuable Experience ..... 94**
4.1 Main Features of Argentine Football Youth Training System and Valuable Experience .. 94
4.1.1 Argentine Football Youth Training System ..... 94
4.1.2 Quality Tradition of Football Training ..... 95
4.1.3 Children's Football Is the Foundation of Youth Training ..... 95
4.1.4 Football Youth Training Is the Key in the 21st Century ..... 97
4.2 Main Features of German Football Youth Training System and Valuable Experience ..... 99
4.2.1 Analysis on Talent Development Programme ..... 100
4.2.2 Analysis on the Fundamental Philosophy of Youth Football Training Framework 104
4.2.3 Analysis on the Status Quo of German Football Training Centers ..... 106
4.2.4 Analysis on the Status Quo of German Elite Football Schools ..... 108
4.2.5 Analysis on the Training of German Football Youth Training Coaches ..... 111

4.2.6 Valuable Experience in German Football Youth Training System ..... 113
4.3 Main Features of French Football Youth Training System and Valuable Experience ..... 115
4.3.1 Analysis on the Philosophy of French Football Youth Training System ..... 115
4.3.2 Analysis on the Training Route for French Youth Football Players ..... 116
4.3.3 Analysis on the Modes of French Youth Football ..... 118
4.3.4 Analysis on the Competition System of French Youth Football ..... 120
4.3.5 Analysis on French Football Youth Training Coaches ..... 122
4.3.6 Valuable Experience in French Football Youth Training System ..... 123
4.4 Main Features of Japanese Football Youth Training System and Valuable Experience .. 125
4.4.1 Analysis on the Development Goals of Japanese Youth Football ..... 125
4.4.2 Analysis on the Training Route of Japanese Youth Football ..... 126
4.4.3 Analysis on the Competition System of Japanese Youth Football ..... 128
4.4.4 Coach Team Building of Japanese Youth Football ..... 130
4.4.5 Valuable Experience in Japanese Football Youth Training System ..... 133
4.5 Inspirations from Foreign Football Youth Training Systems to the Development of Chinese Football Youth Training System ..... 134
4.5.1 Develop a Right Football Philosophy ..... 134
4.5.2 Stimulate Children's Interest in Football ..... 134
4.5.3 Relieve Conflicts between Learning and Training ..... 135
4.5.4 Improve the Youth Football Competition System ..... 135
4.5.5 Strictly Supervise Coach Trainings ..... 136
**Chapter V Reconstruction of Chinese Football Youth Training System ..... 137**
5.1 Operation Mechanism of Chinese Football Youth Training System ..... 137
5.1.1 Decision-making ..... 137
5.1.2 Integration ..... 139
5.1.3 Collaboration ..... 142
5.1.4 Motivation ..... 144
5.1.4.1 Driving Forces for Chinese Football Youth Training Development ..... 145
5.1.4.2 Ways to Construct Motivating Mechanism ..... 147
5.1.5 Incentives ..... 149
5.1.5.1 Spiritual Incentives ..... 150
5.1.5.2 Material Incentives ..... 151
5.1.6 Supervision ..... 152
5.1.6.1 Perfect Policies and Regulations to Support Supervision ..... 152
5.1.6.2 Combine Internal, External and Social Supervision to Form Comprehensive Supervision ..... 153
5.1.6.3 Strengthen the Sense of Responsibility and Implement the Accountability System ..... 155
5.2 Supporting Mechanism for Chinese Football Youth Training System ..... 155
5.2.1 Institutional Support ..... 156
5.2.1.1 Policy Formulation ..... 156
5.2.1.2 Policy Implementation ..... 160
5.2.1.3 Policy Regulation ..... 162

5.2.2 Organizational Support ..... 162
5.2.2.1 Management Modes ..... 163
5.2.2.2 Organizational Structure ..... 166
5.2.2.3 Personnel Composition ..... 167
5.2.2.4 Division of Authority and Responsibility ..... 169
5.2.3 Financial Support ..... 170
5.2.3.1 Government Support ..... 170
5.2.3.2 Market Engagement ..... 172
5.2.3.3 Multi-stakeholder Funding ..... 174
5.2.4 Technical Support ..... 175
5.2.4.1 Teaching ..... 175
5.2.4.2 Training ..... 177
5.2.4.3 Organizations of Competition ..... 179
5.2.4.4 Player Selection ..... 182
5.2.4.5 Faulty Training ..... 184
5.2.5 Legal Support ..... 186
5.2.5.1 Legal Support ..... 187
5.2.5.2 Insurance System ..... 192
5.3 Evaluation Mechanism of Chinese Football Youth Training System ..... 194
5.3.1 Principles for Building the Evaluation Mechanism of Chinese Football Youth Training System ..... 195
5.3.1.1 Scientificity ..... 195
5.3.1.2 Targetedness ..... 196
5.3.1.3 Operability ..... 196
5.3.1.4 Combination of Quantitative and Qualitative Assessment ..... 197
5.3.2 Evaluation Method under the Evaluation Mechanism of Chinese Football Youth Training System ..... 197
5.3.3 Components of the Evaluation Mechanism of Chinese Football Youth Training System ..... 199
5.3.3.1 Evaluation Subject ..... 199
5.3.3.2 Evaluation Object ..... 202
5.3.3.3 Evaluation Indicators ..... 203
5.3.3.4 Weighting of Indicators ..... 221
**Chapter VI Conclusion and Recommendations for Follow-up Research ..... 224**
6.1 Conclusion ..... 224
6.2 Recommendations for Follow-up Research ..... 229
**APPENDIX ..... 230**
Appendix A Experts Questionnaire on Evaluation Indicators System of Chinese Football Youth Training (Round 1) ..... 230
Appendix B Experts Questionnaire on Evaluation Indicators System of Chinese Football Youth Training (Round 2) ..... 246
Appendix C Experts Questionnaire on Evaluation Indicators System of Chinese Football Youth Training (Round 3) ..... 262

Appendix D Outline of Interviews with Experts on Reconstructing China's Football Youth Training System ..... 270
**BIBLIOGRAPHY ..... 273**

**DECLARATION ..... 291**

**RESUME ..... 292**

**THE SONG OF CHINESE YOUTH FOOTBALL ..... 293**

# Table of TABLE

Table 1-1 List of Interviewees.....15
Table 3-1 Development Goals of Professional Football Club Youth Training System .....54
Table 3-2 Advantages and Disadvantages of State-owned and Private Enterprises.....56
Table 3-3 Comparison of Football Training Features by Age in Europe and China .....58
Table 3-4 Higher Education Institutions' Enrollment of National High-Level Sports Teams from 2017 to 2020.....63
Table 3-5 Number of Coaches Passing Trainings at All Levels of Chinese Football from 2016 to 2018.....73
Table 3-6 CFA's Various Fiscal Expenditure in 2017 and 2018 .....84
Table 5-1 Personal Injury Compensation Coverage.....192

# Table of FIGURE

Figure 1-1 Research Framework.....6
Figure 3-1 Five-Ring Mode for Football Talent Training .....61
Figure 3-2 Training Solutions to Professional Football Club Youth Training System .....63
Figure 3-3 Six Tasks and Six Goals for the Construction of Youth Training Centers .....86
Figure 3-4 Number of Teams in NYSL from 2017 to 2019 .....89
Figure 3-5 Number of Matches in NYSL from 2017 to 2019 .....89
Figure 3-6 NYSL Age Groups.....91
Figure 5-1 Interdepartmental Organizational Chart .....167
Figure 5-2 Preliminarily Selected Indicators of Evaluation for China's Football Youth Training Mechanism .....203
Figure 5-3 Summary of opinions of experts and scholars in the second round.....219
Figure 5-4 Weighting of the evaluation indicators system of Chinese football youth training mechanism.....222