

Original Paper

“Mega-Event-Driven” Governance: How Major Guangdong-Hong Kong-Macao Greater Bay Area Events Foster Polycentric Reform in Sports Social Organizations—A Practical Logic Based on New Scenarios and Business Forms

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Abstract

Grounded in the theory of polycentric governance, this study constructs an “event-driven” analytical framework to systematically investigate how major sporting events in the Guangdong-Hong Kong-Macao Greater Bay Area region leverage newly emerged scenarios and business forms to propel the reform and innovation of sports social organizations. Through an analysis of the innovative practices of the 15th National Games of the People’s Republic of China, and the 12th National Games for Persons with Disabilities and 9th National Special Olympics Games of the People’s Republic of China, this research elucidates the interactive mechanism between “events, scenarios, and organizations,” aiming to provide a theoretical reference and a practical paradigm for the modernization of sports governance with Chinese characteristics.

Keywords

Polycentric Governance Theory, “Mega-Event-Driven” Governance, Mega-Events, New Scenarios and Business Forms, Reform of Sports Social Organization

The Guangdong-Hong Kong-Macao Greater Bay Area (abbreviation:the Greater Bay Area), as a key

national strategy, is committed to leveraging major sporting events to explore new models of regional collaborative development. In 2025, the 15th National Games and the 12th National Games for Persons with Disabilities and 9th National Special Olympics Games (hereinafter collectively referred to as the “15th National Games and Para Games”), jointly hosted by Guangdong, Hong Kong region, and Macao region, have inaugurated a new chapter of “joint hosting and cross-border collaboration” for China’s large-scale sporting events. This innovative practice is not merely a sporting event but serves as a critical perspective for observing the modernization of regional governance with Chinese characteristics. Under the traditional sports governance model, sports social organizations often exist within a “strong government, weak society” structure, where their development space and professional capacities are significantly constrained. However, during the preparation and hosting of major Guangdong, Hong Kong region, and Macao region events, the emergence of a series of new scenarios and business forms is profoundly reshaping the internal and external environment of sports social organizations.

1. The Analytical Framework of “Mega-Event-Driven” Governance

1.1 The Concept and Characteristics of “Mega-Event-Driven” Governance

The “mega-event-driven” governance refers to a process that leverages major events as critical catalysts and opportunities. Through deliberate planning, targeted institutional design, efficient organizational empowerment, and resource integration, it aims to activate and mobilize diverse actors to actively participate in public affairs governance. This process facilitates the gradual construction of a frequently interacting, multi-party collaborative governance network, ultimately leading to the formation of a sustainable, polycentric governance structure. This model transcends one-off event organization; it uses the hosting of events to drive and foster the optimization and refinement of the broader social governance system.

The “mega-event-driven” governance exhibits several distinctive core characteristics. First is scenario orientation, which entails that this model is closely integrated with specific event contexts, tailoring governance strategies and measures to the characteristics and demands of different events, thereby ensuring a high degree of alignment between governance activities and event processes. Second is multi-stakeholder collaboration, emphasizing the breaking down of barriers among participating entities to achieve resource sharing, information exchange, and coordinated action, thereby forming synergies to jointly address governance challenges. Finally, dynamic adaptability refers to the model's capacity to flexibly adjust governance strategies in response to the progression of events and changes in the external environment, promptly addressing new situations and problems to ensure the maximization and sustainability of governance outcomes. Through the organic integration of these three core characteristics, the “mega-event-driven” governance provides new ideas and methods for modern public affairs governance.

1.2 The Driving Mechanisms of “Mega-Event-Driven” Governance

The core driving mechanisms of the “mega-event-driven” governance encompass three key dimensions: institutional innovation, resource restructuring, and organisational learning. (1) Institutional Innovation Mechanism: The hosting of events constitutes not merely the execution of activities, but rather propels a series of profound institutional reforms. These reforms encompass optimising event management systems, refining participation regulations, and establishing safety assurance mechanisms. Such institutional innovations render event operations more standardised and efficient, while also providing valuable experience and models for subsequent events. (2) Resource Reconfiguration Mechanism: The successful hosting of events attracts substantial financial investment, policy support, and widespread public attention. This concentrated allocation of scarce resources has fundamentally disrupted the existing resource dependency model, presenting unprecedented development opportunities for sports organisations. In this context, such organisations must undertake strategic adjustments and capacity building to utilise these resources more effectively and enhance their overall capabilities. (3) Organisational Learning Mechanism: Through active participation in event organisation and service delivery, sports organisations have achieved significant improvements across multiple dimensions. For instance, in cross-border collaboration, they have accumulated rich cooperative experience through close partnerships with diverse stakeholders. In professional services, delivering high-quality event support has elevated their expertise. Regarding digital applications, adopting advanced technological tools has enhanced the efficiency and effectiveness of event management. These capability gains have transformed sports social organisations from passive implementers into proactive, innovative key players.

1.3 The Logical Connections between Polycentric Governance Theory and “Mega-Event-Driven” Governance

Polycentric governance theory, as a key analytical framework in the field of public administration, critiques the limitations of the single-government-centric model. It advocates that in public affairs, multiple centers of power—including government, market entities, social organizations, and citizens—should form a governance network through institutionalized cooperation, competition, and negotiation. This theory exhibits a natural affinity with sports governance, providing a theoretical lens for analyzing governance innovations in major the Greater Bay Area events. The joint hosting of the “15th National Games and Para Games” by the three regions serves as both a “real-world laboratory” and a “powerful catalyst” for the application of polycentric governance principles in a specific spatiotemporal context. The event itself constitutes a complex public project whose success inherently requires collaboration among diverse actors.

The “mega-event-driven” governance is not a new theory parallel to polycentric governance theory, but rather a pathway for implementation and a functional mechanism of polycentric governance theory within the specific context of major events. It specifically addresses the key question of “how polycentric governance is stimulated and constructed in the Chinese context.” The core connection

between the two is reflected in the three driving mechanisms of institutions, resources, and learning. In summary, polycentric governance theory provides the ultimate value goal and analytical lens for studying how the joint hosting of major events by the Greater Bay Area events promotes the reform of sports social organizations, enabling us to observe and demonstrate whether and how a diverse, equal, and collaborative governance network is formed. On the other hand, the “mega-event-driven” governance is the key explanatory variable and intermediate mechanism identified in this study—that is, major events in the Greater Bay Area events, through their unique driving effect, powerfully trigger the reform of sports social organizations toward the polycentric governance paradigm.

2. New Scenarios and Business Forms Generated by Major the Greater Bay Area Events

Major sporting events in the Greater Bay Area serve as a “super testing ground”, catalysing a range of new scenarios and business models through institutional innovation, technological empowerment and industrial integration. This provides ample scope for reform and innovation within sports organisations.

2.1 The Formation of Institutional Composite Scenarios

The joint hosting of the “15th National Games and Para Games” by Guangdong, Hong Kong region, and Macao region has, for the first time under the “One Country, Two Systems” framework, created a complex and pluralistic institutional composite scenario. This scenario not only presents numerous challenges—testing the three regions’ comprehensive capabilities in policy coordination, resource integration, and execution efficiency—but also provides a rare opportunity for institutional innovation. Against the backdrop of jointly hosting various competitions, the organizing committee established a “1+4” Guangdong, Hong Kong region, and Macao region liaison mechanism to ensure highly efficient collaboration characterized by “aligned communication, consensus decision-making, and synchronized implementation.” Specifically, liaison meetings are held bimonthly, chief liaison officers meet biweekly, liaison officers communicate daily, and 24 joint working groups convene regularly. This high-frequency communication and coordination mechanism effectively overcomes cooperation barriers arising from different administrative systems, legal frameworks, and social management institutions.

Furthermore, the three regions have innovatively realized a “one policy for three regions, one rule for three regions” coordination model to address the specific needs of cross-border event organization. For instance, at the Greater Bay Area Road Cycling Race, athletes achieved seamless border clearance with “zero delay, zero contact, zero waiting” through a system combining radio frequency identification and GPS wristbands, enabling them to pass through checkpoints at speeds of up to 40 kilometres per hour. Such innovations provide institutional safeguards for cross-border services within sports organisations. Naturally, the event design emphasised cultural integration and symbolic unification. The emblem features overlapping petals from Guangdong’s kapok flower, Hong Kong region’s Bauhinia flower, and Macao region’s lotus, spiralling into a concentric floral pattern symbolising the Greater Bay Area’s shared origins and profound integration. The mascot draws inspiration from the Chinese white dolphin,

a nationally protected species common to all three regions. These cultural symbols provide a foundation for cultural recognition in regional collaboration among sports organisations. Through this cooperative endeavour, Guangdong, Hong Kong region, and Macao region have not only accumulated valuable experience in event organisation and management, but also pioneered new pathways and models for deeper cooperation and institutional integration across broader domains in the future.

2.2 The Emergence of New Digital Intelligence Scenarios

During the “15th National Games and Para Games,” Guangdong, Hong Kong region, and Macao region extensively applied cutting-edge technologies to create highly digitalized new scenarios, providing clear direction for the digital transformation of sports social organizations. For instance, in the context of smart event operations, the inaugural Hengqin Digital Sports Competition integrated advanced technologies such as VR, AI, and 5G, offering six events including digital shooting, digital archery, and digital frisbee. This broke the boundaries of traditional sports and established an immersive competitive environment. At the Greater Bay Area Women's Half Marathon, collaboration with an AI team enabled the provision of personalized AI video services for participants, while the use of relevant platforms facilitated the intelligent recognition and downloading of 2 million event photos. The emergence of new digital sports formats, digital service platforms, and the application of intelligent technologies have charted new directions for technology application by sports social organizations, provided them with technical means to enhance service efficiency, and offered reference cases for their participation in smart city development.

2.3 Development of New Cross-Boundary Integration Business Models

The joint hosting of the “15th National Games and Para Games” by Guangdong, Hong Kong region, and Macao region, serving as a significant platform for resource convergence, has effectively broken down barriers between sports and other industries. This initiative has catalyzed the emergence of innovative “sports+” formats and expanded the service scope of sports social organizations.

The Greater Bay Area Women's Half Marathon, leveraging its innovative “sports + cultural tourism” integration model, has been successfully recognized as a provincial-level exemplary case of sports consumption scenarios. Centered around the theme “Joy of Self, Leap in Running, Boundless Beauty”, the event showcased the sports vitality of the Greater Bay Area through distinctive category design, technology-enhanced experiences, and coordinated cultural-tourism consumption initiatives. Furthermore, the event introduced the “Explore Zengcheng” cultural tourism package valued at 1,600 RMB, collaborating with 30 scenic spots and hotels to provide exclusive benefits. This achievement effectively integrated sporting spirit with local cultural elements, creating a synergistic fusion of sports and regional cultural identity.

Ganten, as the official designated drinking water brand for the event, has embarked on its first commercial collaboration with China Sports Lottery. Together, they have launched the “Let's Go to the National Games” public welfare initiative, exploring a “sport + charity” model that elevates the brand's deep involvement in sporting events into a public welfare practice accessible to all.

The Guangzhou Young Men's Christian Association (YMCA) has meticulously organized Dodgeball Frisbee training camps and exchange matches, repeatedly inviting enthusiasts from various Greater Bay Area cities to form teams and visit Guangzhou, thereby building a platform for youth exchange. In August 2025, the "Guangzhou Unity, Youth Convergence, Welcoming the National Games" YMCA Dodgeball Frisbee Bay Area Exchange Match was held at the Guangzhou Haizhu Gymnasium. Twelve teams comprising over 160 young participants from Guangzhou, Foshan, and Hong Kong region engaged in communication and interaction through the medium of frisbee. This "sports + education" model has enriched the service offerings of sports social organizations.

Table 1. New Scenarios and Business Forms Generated by Major the Greater Bay Area Events

Scene Type	Typical Manifestations	Innovation Value	Impact on Sports Social Organisations
Institutional complex scenario	"1+4" liaison mechanism, "Three Locations, Three Synergies" model	Breaking down administrative barriers to enable cross-system collaboration	To obtain the opportunity to participate in high-end event operations, it is necessary to adapt to cross-cultural communication.
Digital intelligent scenarios	Digital sports competitions, AI video services, seamless border clearance	Advancing the digital transformation of the sports industry.	It is necessary to master digital technologies and enhance digital service capabilities.
Cross-sector integration industry	Sports + Tourism, Sports + Charity, Sports + Education	Expanding the boundaries of the sports industry to create new value opportunities.	There is a need to expand the scope of services and innovate service models.

3. The Impact of New Scenarios and Business Models on Sports Social Organizations

The emergence of new scenarios and business models has profoundly impacted traditional sports organisations, presenting them with a new environment they must navigate and new rules they must adapt to. Concurrently, sporting events, acting as powerful external drivers, are propelling multi-centre reforms within these organisations through various mechanisms.

3.1 Institutional Environment Transformation and Driving Effects

The construction of complex institutional scenarios has reshaped the institutional ecosystem of sports social organizations, bringing unprecedented challenges and development opportunities. The different administrative systems in Guangdong, Hong Kong region, and Macao region have resulted in

numerous obstacles for sports social organizations when conducting cross-border activities. The actual social environment of China's sports system reform is mainly reflected in the fact that the driving force for reform comes from external pressure, while the main bodies within the sports system lack sufficient internal motivation. By setting clear timelines and high-quality standards, the joint hosting of major events by Guangdong, Hong Kong region, and Macao region has created strong pressure for reform, compelling sports social organizations to break away from their original path dependence; Event-driven initiatives are not merely about transmitting pressure but also represent an empowerment process. The organizing committee's innovative approach of "one matter across three places, one policy for three places, one regulation across three places" has established regulatory safeguards for cross-border services of sports social organizations. This institutional empowerment enables sports social organizations to assume more significant roles within polycentric governance networks; The consensus reached by Guangdong, Hong Kong region, and Macao region across six key areas - encompassing cross-border events, customs clearance, personnel and vehicle credentials, food safety, environmentally sustainable event management, and competition schedules - has facilitated the creation of a multi-level, cross-jurisdictional collaborative governance network. This framework provides sports social organizations with opportunities to integrate into broader cooperative platforms while establishing clear parameters for their cross-border coordination.

3.2 Technological Environmental Transformation and Driving Effects

The emergence of digital and intelligent scenarios is placing new demands on the service models and capability structures of sports social organizations, while simultaneously providing new tools for their transformation and upgrading. For instance, many sports social organizations face significant shortcomings in areas such as professional talent and technology application, grappling with a digital divide and capability challenges. The digital empowerment of the Greater Bay Area Women's Half Marathon has become a defining feature of its event services, which in turn highlights the deficiencies of traditional sports social organizations in applying digital technologies. The application of new technologies driven by such events provides a means for sports social organizations to enhance their service efficiency. Through participation in event services, these organizations can achieve organizational learning and capacity building in digital application. The successful hosting of the inaugural Hengqin Digital Sports Competition demonstrates the broad application prospects of digital technology in the sports field, offering a replicable model for the digital transformation of sports social organizations.

3.3 Service Environment Transformation and Driving Effects

The development of cross-border integrated business models has expanded the service scope of sports social organizations while also placing new demands on their service philosophies and operational models. The service range of these organizations has extended from traditional public fitness programs and event organization to new areas such as cross-border sports services, sports services for persons with disabilities, and intelligent event services. Multiple case studies from the "15th National Games

and National Paralympic Games” demonstrate that sports social organizations need to integrate emerging sports promotion with community services, youth education, and Greater Bay Area youth exchanges, horizontally broadening their service scope to encompass sectors like public welfare, cultural tourism, and education. Event services now require higher levels of specialization from sports social organizations. The Greater Bay Area Women’s Half Marathon deployed 106 referees, 200 sports photographers, and 295 medical personnel, establishing 12 medical stations and 17 ambulances - setting a professional benchmark for sports social organizations’ service standards. The new business models emerging from these events necessitate innovative service approaches and promote integrated development among sports social organizations.

Table 2. Impact of New Scenarios and Business Models on Sports Social Organisations and Event-Driven Effects

Environmental dimension	Traditional model	Changes in New Scenarios and New Business Models	“Mega-Event-Driven” effect
Institutional environment	Reliance on a single administrative system	Synergy of diverse rules within institutional complexes	Institutional innovation and regulatory coordination
Technical environment	Traditional mode of operation	Digital and intelligent technologies are being widely applied.	Technology empowerment and capacity building
Service environment	Single-sport service	A service ecosystem characterised by cross-sector integration and multi-faceted expansion	Service innovation and model renewal

4. The Response of Sports Social Organizations to Polycentric Reform

Confronted by the formidable impact of emerging scenarios and novel business models, alongside the intrinsic momentum catalysed by diverse sporting events, sports organisations are now proactively and resolutely initiating a comprehensive multi-centre reform process. This transformation extends not only to the strategic positioning of these bodies, prompting a reassessment and recalibration of their roles and objectives within the sports industry, but also encompasses broad enhancements to organisational capabilities. This includes optimising and strengthening multiple facets such as internal governance, resource allocation, and talent development. Simultaneously, the reach of reform extends to the construction and refinement of governance networks. By enhancing collaboration with government entities, market forces, and societal actors, these organizations are establishing more open, pluralistic, and efficient governance systems. This multi-dimensional transformation enables comprehensive

organizational transition and upgrading, ultimately fostering better adaptation to the development requirements of the new era.

4.1 Strategic Positioning: From Administrative Dependency to Network Node

Sports social organisations are transitioning from their traditional state of administrative dependency to becoming active nodes within a multi-centred governance network, thereby reconfiguring their role and function within the sports governance system. To better adapt to this transformation, sports social organisations must proactively integrate into the collaborative governance network of the Greater Bay Area. By continuously innovating and optimising the delivery of public services, they can employ more flexible and efficient means to meet the increasingly diverse and personalised sporting demands within the region. Concurrently, they should fully leverage the platform of sporting exchanges to strengthen interaction and cooperation among Guangdong, Hong Kong region, and Macao region, thereby effectively promoting deeper integration and development across the region. These organisations stand poised not only to become indispensable active participants within the collaborative governance framework, but also to serve as innovative providers within the public services sector and proactive catalysts in the regional integration process, making significant contributions to the prosperity and advancement of the Greater Bay Area.

4.2 Organisational Capability: From Traditional Operations to Modern Governance

To better adapt to the evolving demands of emerging scenarios and innovative business models, sports social organizations are undertaking comprehensive and systematic enhancements to their organizational management capabilities, striving to achieve a profound transformation from traditional operational methods toward a more efficient and scientific modern governance system. Throughout this process, these organizations are actively and extensively adopting advanced digital technologies to significantly improve both the effectiveness and quality of their services. A growing number of sports social organizations are leveraging various digital platforms to efficiently manage member services, activity planning, and administrative tasks. Concurrently, they are actively learning and applying big data analytics to more accurately identify and meet the public's evolving fitness needs and personalized preferences. Furthermore, these organizations are committed to developing cross-sector integration capabilities. Through in-depth collaboration with different fields and industries, they continue to expand the scope and depth of their services while diversifying service content and delivery formats. For instance, by participating in various sporting events, sports social organizations not only enhance their own specialization and comprehensive capabilities but also provide crucial support for the smooth execution and success of these events. This enables them to demonstrate their unique value and contributions on a broader stage.

4.3 Governing Networks: From Closed Systems to Open Ecosystems

Sports social organisations are progressively moving away from their historically relatively closed and isolated operational systems, actively advancing towards a more open, diverse and collaborative governance ecosystem. In this process, sports social organisations are committed to establishing a new

framework for collaborative governance involving multiple stakeholders—including government bodies, enterprises, communities, and other relevant stakeholders—to achieve the effective integration and efficient utilisation of resources across all parties. To better realise this objective, these organisations are not only optimising their internal structures but also actively expanding externally. They are building close collaborative networks with diverse stakeholders such as government bodies, enterprises, and communities, fostering synergistic efforts through multi-party coordination.

Moreover, sports social organisations have made concerted efforts in resource integration, actively establishing platforms for resource consolidation. This aims to enhance their capacity for resource mobilisation, ensuring that diverse resources are allocated rationally and utilised efficiently. Through such platforms, these organisations can better pool resources from various stakeholders, fostering an environment of resource sharing and complementary strengths.

Simultaneously, sports social organizations are focusing on the holistic development of the region by actively promoting the establishment of regional integration cooperation mechanisms. By strengthening cooperation and exchanges with various stakeholders within the region, they are breaking down geographical barriers and facilitating resource sharing and complementarity of advantages. This contributes to the coordinated development and common prosperity of regional sports initiatives. These measures not only help enhance the governance capacity and service levels of the sports social organizations themselves but also lay a solid foundation for promoting the healthy development of the entire sports sector.

5. The Practical Logic and Paradigm Implications of “Mega-Event-Driven” Governance

5.1 The Intrinsic Logic of “Mega-Event-Driven” Governance

The “mega-event-driven” governance follows a clear practical logic, demonstrating an evolutionary path from external drivers to endogenous development. The governance operates through a “pressure-empowerment-innovation” transmission mechanism. Major sporting events serve as strong external pressures that compel reforms within traditional sports governance systems. Simultaneously, these events provide empowerment support to sports social organizations through institutional innovation and resource allocation. Under the dual effects of pressure and empowerment, sports social organizations ultimately achieve innovative breakthroughs. This logic has been fully manifested in the practice of major sporting events across the Guangdong, Hong Kong region, and Macao region. The governance demonstrates an interactive logic of “scenario-organization-institution”. The novel scenarios and innovative formats created by sporting events impose new demands on sports social organizations. These organizations, in turn, undergo internal reforms to adapt to these emerging scenarios. The experience gained from organizational reforms is then institutionalized, crystallizing into long-term governance mechanisms. This dynamic interplay propels the continuous evolution of the sports governance system. Concurrently, the governance follows an evolutionary logic of “learning-innovation-diffusion”. Through their involvement in event services, sports social

organizations engage in organizational learning and capacity building. Building upon this learning foundation, they proceed with organizational and model innovation. Successful innovative practices are subsequently disseminated across broader domains through organizational networks.

5.2 Theoretical Contributions of “Mega-Event-Driven” Governance

The “mega-event-driven” governance paradigm holds significant practical value while offering fresh insights into public governance theory. This framework enriches multi-centred governance theory by revealing how external drivers can activate the agency of diverse stakeholders in governance within China's distinctive institutional environment. It further expands policy experimentation theory by demonstrating how major sporting events serve as testing grounds for institutional innovation and policy breakthroughs. Concurrently, The “mega-event-driven” governance paradigm deepens resource dependency theory by revealing how organisations strategically reconfigure resources to reduce external dependence and enhance autonomy.

5.3 Practical Implications of “Mega-Event-Driven” Governance

The “mega-event-driven” governance, as a distinctive and effective model within China's modernisation of sports administration, offers crucial practical insights and invaluable experience for the modern transformation of the Chinese sports governance system. Under this paradigm, institutional innovation occupies a foundational position, serving as both a prerequisite and fundamental safeguard for advancing the modernisation of sports governance. Through the continuous refinement and enhancement of relevant regulations and policies, a robust institutional foundation is established to ensure the healthy development of the sports sector. Concurrently, organisational empowerment is regarded as a pivotal element in achieving modernisation of sports governance. By enhancing the functions and effectiveness of various sports organisations, their capacity for self-management, self-service and self-development is strengthened, thereby ensuring the smooth operation and efficient functioning of the sports governance system. Moreover, digital empowerment serves as an indispensable toolkit. Leveraging the formidable capabilities of modern information technology, it integrates intelligent and informatised elements into sports governance. This significantly enhances the precision, efficiency, and foresight of governance, powerfully propelling the modernisation of sports governance with Chinese characteristics.

6. Conclusions and Outlook

The co-hosting of the “15th National Games and National Paralympic Games” by Guangdong, Hong Kong region, and Macao region under the “mega-event-driven” governance model provides a vivid case study for advancing the modernization of sports governance with Chinese characteristics. This paradigm, through the effective integration of institutional innovation, resource restructuring, and organizational empowerment, has successfully activated the vitality of sports social organizations and established a polycentric governance structure characterized by synergistic interaction among government, market, and society. The new scenarios and business models generated by the event have

created a dual driving mechanism of “environmental pressure-resource empowerment” for sports social organizations. This has propelled their strategic transformation from “administrative dependency” to “network nodes,” enhanced their capacities from “traditional operations” to “modern governance,” and facilitated their structural evolution from “closed systems” to “open ecosystems.” This process has not only accelerated the development of sports social organizations but also enriched both the theory and practice of sports governance with Chinese characteristics.

With the continuous refinement and promotion of this paradigm, the sports governance system with Chinese characteristics will demonstrate even greater vitality and dynamism. Following the conclusion of the 15th National Games and National Paralympic Games, the innovative mechanisms and capacities developed during the events are expected to be institutionalized as long-term governance arrangements. This will accumulate valuable “National Games experience” for promoting deeper and more extensive integrated development across the Greater Bay Area. Simultaneously, this paradigm provides a replicable “Bay Area model” for sports governance reform in other regions across the nation, contributing distinctive “Bay Area wisdom” to the comprehensive building of a leading sports nation.

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