Research on the Current Situation and Countermeasures of Martial Arts Training Institutions in Chongqing

2023, Vol.4 No.3
© Economics & Management Review 2023
DOI: 10.37420/j.emr.2023.13
https://masonpublish.org

Zhengyong Chen, Long Huang
PATHUMTHANI UNIVERSITY, THAILAND

Abstract

Taking martial arts training institutions in Chongqing as the survey object, 18 martial arts training institutions from the nine districts of the main city of Chongqing were selected as representatives. Through on-site research, the development of training institutions was investigated, existing problems were analyzed, and corresponding countermeasures were proposed.

Keywords

Martial arts; Training institutions; status

Introduction

In recent years, with the strong promotion of the sports industry, martial arts training has gradually become the core competitiveness of the development of martial arts industrialization. Chongqing has a profound historical and cultural background in martial arts, rich resources in martial arts boxing, and various martial arts training institutions have also been established accordingly. However, most martial arts training institutions do not have complete operational and management capabilities, and even some institutions do not fully utilize the cultural functions of martial arts. Therefore, this study takes the current situation of martial arts training institutions in Chongqing as the research entry point, selects 18 martial arts training institutions as the main focus for investigation, and continues to select 3 different styles of martial arts training institutions as case studies to analyze the problems they encounter in organizational management and propose corresponding countermeasures, providing a certain theoretical basis for better carrying out martial arts training.

Research focus

When we study the current situation of martial arts training institutions in Chongqing, the main issues and basis come from the knowledge of psychology, management, and other disciplines. There are some scientific research methods and theoretical viewpoints that can support our discussion. However, for consumers themselves, their group is more ordinary people, and their individual characteristics and group characteristics are relatively independent. Based on the questionnaire survey method, Exploring the psychological activities of consumer groups in depth can be relatively rich, in other words, the research content can demonstrate a human centered sense of warmth. Therefore, we mainly used on-site investigation method in our investigation to interview consumers of martial arts training institutions in Chongqing. Each martial arts training institution is used as a unit, and a group discussion mode is adopted to discuss the content in the interview outline, ultimately forming recorded materials and influence materials. Finally, according to the anthropological

Ethnography research methods, the relevant audio recordings are sorted into text. During the group interview process, the consent of the interviewees must be obtained before using the recording function. The recorded text should not disclose personal privacy such as the names of others.

Methods

In the research method, we first obtain the names and locations of martial arts training institutions within Chongqing city through information provided by relevant departments, conduct on-site investigations on these martial arts training institutions, and collect our oral and visual materials through interviews, observations, and other methods. Before the interview, we prepared an interview outline for managers, consumers, and other relevant individuals. Experts were invited to provide opinions and suggestions for modification of this outline before conducting on-site interviews. Go deep into various martial arts training institutions, conduct field observations, and record relevant information. Finally, with the support of anthropology, sociology and other disciplinary theories, it analyzes consumers' Consumer behaviour and characteristics, and in terms of humanistic feelings, it deeply restores consumers' performance and changes in martial arts training. The specific operation steps are as follows:

In 2021, we have started preliminary research work, mainly collecting the number of martial arts training institutions in the main urban area of Chongqing. The preliminary research results show that there are over 200 martial arts training organizations in the nine main urban areas of Chongqing, of which 60 are not entirely independent martial arts training institutions. And, they are only martial arts courses in a certain sports training institution. Then, we screened these martial arts training institutions, and in the first round, according to the concept definition in the above chapters, we selected martial arts training institutions that meet our research conditions, and obtained 42; in the second round, among these 42 martial arts training institutions, after consulting with university martial arts experts, sports industry experts, and officials from the Chongqing Martial Arts Association for argumentation and recommendation, it was ultimately decided to select 2 martial arts training institutions in each main urban area, totaling 18 martial arts training institutions.

Based on the statistics of martial arts training in the nine districts of the main city of Chongqing, we selected three out of these 18 as our research cases. These three martial arts training institutions are Yuqu Martial Arts in Beibei District, Huben Fighting Club in Yubei District, and Jiulongpo District's Jiuwu Martial Arts Museum. They represent three martial arts training contents: martial arts routines, martial arts Sanda, and Tai Chi. In the on-site interviews of individual cases, we recorded and filmed the interviews with the heads of each martial arts training institution, students or their parents, and coaches.

Table 1 Statistics on on-site research data of martial arts training institutions in Chongqing

Institution Name	Respondent type	Recording materials (total)	**Imaging data**
Yuqu Martial Arts	founder	40min	photograph
	Student or Parent	126min	photograph
Huben Fighting Club	administrators	55min	Photograph and video
	Student or Parent	143min	photograph

Hongwu Martial Arts School	administrators	115min	photograph
	Student or Parent	84min	photograph

Results

CASE 1：A Conventional Martial Arts Training Institution - Yuqu Martial Arts in Beibei District

Yuqu Martial Arts is a martial arts training institution located in the urban area of Beibei District, Chongqing. The institution mainly teaches competitive martial arts routines. According to Mr. Xiao, the founder of Yuqu Martial Arts, he was a martial arts athlete on the school's martial arts representative team in college. After graduation, he has been working as a part-time martial arts coach in Beijing, with experience in class teaching and one-on-one private teaching. Through his experience as a part-time coach, he has learned a lot about the management methods of martial arts training classes. Therefore, A few years ago, I decided to return to my hometown (Beibei District, Chongqing) to establish my own martial arts training institution. At first, Mr. Xiao was affiliated with a large-scale comprehensive training institution's martial arts training program through cooperative education. The institution covers an area of approximately 1000 square meters and offers various training programs, with 160 square meters divided into martial arts training venues. Later, due to various social and environmental factors, Mr. Xiao rented a two-story storefront room on Kangning Road in Tianciyuan, Beibei District. Starting from the interest in martial arts training and combining the abbreviation of Chongqing city - "Yu", he named "Yuqu Martial Arts" and established a Yuqu Martial Arts Training Institution.



Figure 1 Yuqu Martial Arts Training Institution Facade (by author)

The training concept of Yuqu Martial Arts is mainly based on promoting martial arts culture and cultivating interest in martial arts. Through the flexible and elegant exercise style of modern competitive martial arts routines, it cultivates the physical expression ability of children and enhances students' confidence and willpower. The overall cultivation mode, business scale, and management philosophy of Yuqu martial arts training institutions are basically similar to the martial arts training institutions that can be seen on the market in Chongqing now. In terms of training mode, emphasis is placed on the training of students' basic martial arts

skills, which include individual and combined martial arts movements. In the process of training basic skills, specialized physical qualities such as speed, strength, flexibility, coordination, energy and spirit are formed and improved for martial arts routine exercises. The basic skills of martial arts are an important component of traditional martial arts training methods. However, in modern martial arts training methods, scientific sports training is dominant, changing the monotony and dryness of traditional martial arts basic skills training.

In terms of business scale, we all adopt a separate class system for teaching and teaching. Yuqu Martial Arts has two classes. One is a basic class that focuses on cultivating students' interests and has relatively weak basic martial arts skills. This class mainly focuses on training basic martial arts skills, learning simple and short basic martial arts routines. By practicing and mastering simple martial arts routines, we can enhance students' interest in learning and cultivate their confidence. Another type is an elite class that focuses on teaching competitive martial arts routines, cultivating martial arts talents, and participating in martial arts competitions. This class mainly focuses on the prescribed competition routines as the main teaching content, and the daily training mode is relatively more focused on handling the details of martial arts movements, with relatively stricter and standardized requirements for students. The coach, from the perspective of judges in martial arts competitions, focuses on the deduction points of movements and the level of practice.

The training venue of Yuqu Martial Arts Training Institution has a total area of about 300 square meters, divided into large venue, small venue, and front desk reception area. Yuqu Martial Arts Training only has a semester-based payment method, with a total of 32 class hours per semester, each lasting 90 minutes. The registration fee for regular classes is 2500 RMB, while the registration fee for elite classes is 3000 RMB. The difference in tuition fees between the two classes is relatively small, with the aim of facilitating unified teaching arrangements and flexible management.

Consumer demand in martial arts training institutions

Martial arts routine exercise is a form of martial arts movement that is included in the concept of martial arts. The exercise process of the routine pays more attention to the performance ability of athletes, which is different from the transmission of complex emotions by movie actors. In the context of martial arts, the exercise ability of martial arts routines is usually summarized as essence, energy, and spirit. Especially in martial arts routines, martial arts athletes express their mastery of the essence, energy, and spirit through their body movements, expressions, and expressions, thus bringing visual impact to the audience and conveying an emotional expression that includes resilience, bravery, confidence, and majesty. This kind of emotion and state is also a psychological quality that many parents hope their children to possess from a young age.

At the beginning of its establishment, Yuqu Martial Arts also conducted rough market research and found that there are many folk martial arts schools in Beibei District, and most of the operators rely on their own traditional martial arts schools to teach traditional martial arts routines. There are relatively few professionals engaged in teaching competitive martial arts routines. Although competitive martial arts routines have evolved from traditional martial arts, contemporary competitive martial arts are more systematic, scientific, and standardized in terms of teaching methods, objectives, and content compared to traditional martial arts. Moreover, there are numerous traditional martial arts routines, and there is no unified standard for the expression of the same form of routines. When students practice traditional martial arts routines, it is easy to form a mixed image of diversity and coexistence. Therefore, Yuqu Martial Arts Training Institution has targeted

the market of competitive martial arts training in Beibei District, with competitive martial arts routines as the training content, to create a professional competitive martial arts routine training institution that promotes more systematic, scientific, and standardized martial arts training.

From the perspective of Yuqu martial arts training institutions, martial arts training highly recognizes the body form expression of competitive martial arts routines. By cultivating students' spirit and energy when practicing martial arts routines, parents can intuitively feel the aesthetic goals of martial arts culture, thereby strengthening consumers' consumption motivation.

However, among the consumer groups participating in martial arts training institutions, their consumption needs vary.

Usually, when consumers choose sports training, especially when it comes to their children as trainees, the basic needs of parents are to exercise their bodies and cultivate their personalities. If parents expect their children to master some special knowledge based on physical exercise, then martial arts has become a good choice. At Yuqu martial arts training institutions, some parents believe that martial arts is more difficult to learn compared to sports such as basketball and football. Especially without a foundation, it is difficult to complete martial arts practice through self-learning. Even if one learns through online teaching videos, they cannot grasp the details and core skills of martial arts. Moreover, not every school offers martial arts classes, while basketball and football classes are more common in various schools. Therefore, from the perspective of the difficulty of martial arts skills and the contact surface of martial arts, learning martial arts requires the guidance of professional martial arts teachers, so parents will choose to send their children to martial arts training institutions to learn martial arts. In addition, some parents believe that learning martial arts routines can enhance their children's physical coordination and help them understand traditional Chinese culture.
In summary, the majority of students participating in martial arts training are mainly young children or adolescents, who lack financial ability and mature subjective consciousness. Even if some students may be interested in martial arts or have other purposes, it only represents a training demand. Strictly speaking, this demand cannot completely replace consumer demand, The real consumer demand may come more from financially capable parents.

The Operating Pressure of Martial Arts Routine Training Institutions

After visiting numerous martial arts training institutions, it was found that everyone is facing a common problem, which is that the number of students cannot reach a sufficient number, becoming the biggest obstacle to the training and operation of martial arts routine projects. The main reasons for this are analyzed from two aspects: social level and training institution level.

Firstly, from a social perspective, martial arts, as an excellent representative of traditional Chinese culture, are mostly recognized by the public through movies, television, novels, literature, online media, etc. The presentation of martial arts related content is often manifested as exaggerated, illusory, and entertaining output content, resulting in distorted judgments of the visual and auditory stimuli of martial arts in the public, leading to the first social level problem, it is the public's misunderstanding of martial arts. Some people believe that martial arts are like "flying from eaves to walls", some people believe that martial arts are like "divine skill points", and even some people believe that martial arts are like "taekwondo", etc. When people view martial

arts as a synonym for fantasy, mystery, and other combat activities, the psychological resistance caused by cognitive misunderstandings will become the biggest obstacle to training management. In the view of Mr. Xiao, the founder of Yuqu Martial Arts Training Institution, the correct establishment of people's understanding of martial arts also comes partly from the martial arts itself. Mr. Xiao said, "The content of martial arts routines needs to be meticulously crafted and takes time. Martial arts should start from basic skills, and if you don't practice basic skills, your martial arts practice will show poor visuals. In other words, martial arts is not a type of program that can be demonstrated in just one day. This may also be one of the reasons why most people may not be very willing to learn martial arts. In the presentation of martial arts routines at the level of practice, attention should not only be paid to external body shape, but also to the mastery of internal strength, gaze, and movement rhythm. In any martial arts exercise, the term "hand eye body method step" has always been passed down, which means that in any martial arts exercise, the hand shape, eyes, and body method (coordination demonstrated through the use of waist strength and flexibility, in traditional martial arts, body method represents the body movement form in offensive and defensive combat) and step type must be unified. This unity is sometimes reflected in time points, and sometimes in the rhythm of routines. Based on this, the practice requirements of martial arts techniques are relatively complex and strict, which poses a great challenge to the physical fitness and willpower of practitioners. With the development of the internet, people's access to information is not only abundant, but also increasingly convenient. If too much exposure is made to martial arts information for entertainment and show purposes, the inheritance of martial arts will be greatly hindered, and martial arts training will also directly face operational obstacles.

Secondly, at the level of training institutions, the sources of students can be roughly divided into active enrollment and passive enrollment. Active enrollment is mainly led by martial arts training institutions, with a series of commercial means such as research, planning, packaging, and promotion. In Yuqu Martial Arts, they currently do not carry out activities such as active enrollment, which may be due to energy and financial issues. There are two martial arts classes in Yuqu Martial Arts. In addition to Mr. Xiao, there is also a coach who leads one class's martial arts training. The coaches and managers are integrated into one. On the other hand, the financial status of Yuqu Martial Arts in recent years has just shown a slight profit overall. However, the sudden lockdown of the epidemic has led to the closure of the school and the backlog of a large number of martial arts courses, and the meager profits are not enough to support the active enrollment promotion work. However, the so-called passive enrollment refers to the existing source of students in Yuqu Martial Arts.



Figure 2 Martial Arts Courses at Yuqu Martial Arts Training Institution (by author)

In Yuqu martial arts training institutions, passive enrollment mainly comes from the "word-of-mouth" effect. On the basis of solid professional skills, strict teaching, and well-rounded apprenticeship, it is highly recognized by students and parents, and then orally introduced by others to attract other students without being dominated by the training institution. Although the "word-of-mouth" effect is recognized by students within the scope of training institutions, and is a disguised affirmation of the training effect, the problem with the word-of-mouth effect in terms of institutional management is that the enrollment effect is slow and the scope is narrow.

In summary, there are still varying degrees of obstacles and constraints in the operation and management of martial arts routine training institutions. In terms of martial arts cognition and training enrollment, they form a two-way closed-loop pressure for martial arts training institutions. In the case of insufficient understanding of martial arts, the social level will limit a certain implicit base. If the attitude and method of enrollment remain negative, then this base will continue to rise.

CASE 2：A martial arts training institution with club nature - Yubei District Huben Fighting Club

On March 11, 2023, when I entered the Chongqing Huben Fighting Club again after two years, I saw significant changes in the venue, facilities, and environment. However, the only thing that remained unchanged was the unique pungent sweat smell of the fighting training venue. I think this should be the passion and youth of the passionate youth of Sanda. Although Chongqing Huben Fight Club is strictly a for-profit sports club, through the interview with the students' parents, students and managers, we know that the Huben Fight Club can make students and their parents feel the sports value beyond the concept of economic consumption in the whole teaching process.



Figure 3 Chongqing Huben Fighting Club Facade (by author)

Huben Club is located on Hanyu Road, Yubei District, Chongqing. It is a specialized martial arts training institution that focuses on Sanda as its core skill and targets young people. This club is adjacent to Experimental Middle School in Yubei District, Chongqing, with residential areas as the main area and a certain distance from the bustling commercial areas. The flow of people and the nature of the crowd are relatively fixed. The Huben Club has been established for 18 years. At the beginning of its establishment, its main purpose was to promote Chinese martial arts, promote national fitness, inherit martial arts culture, cultivate positive attitudes, strong physique, and good etiquette habits among children, adolescents, and adults, and carry out school operations. In the early stages of the club's development, the training content mainly focused on fighting events, while also offering well-known training programs both domestically and internationally, such as Chinese martial arts Sanda, Thai boxing, boxing, and Taekwondo. However, through this on-site investigation, the author found that the free combat arena and other combat equipment seen during the interview two years ago here have all been removed. After interviews with the managers of the Huben Club, it was found that they have now improved their educational ideas and gradually centered their teaching content around the teaching of Sanda techniques, and he said, "In fact, we only teach Sanda, which is beneficial for us to focus more energy on in-depth research on Sanda, making our Sanda teaching quality more professional and refined. Moreover, with the improvement of the technical characteristics and practical awareness of martial arts Sanda, some of the technical movements of other foreign combat projects can be used and referenced in Sanda.

Chongqing Huben Fighting Club has been awarded the titles of "Key Individual Training Base for Chongqing Competitive Sports Reserve Talents" and "Yubei District Martial Arts Sanda Project Training Base". At present, the club only teaches martial arts and Sanda events, and the student composition is mainly divided into junior and senior students. The teaching classes for junior students are Children's Interest Class and New Star Class, respectively. The Children's Interest Class mainly recruits young and inexperienced children, and the training content mainly focuses on physical fitness exercise; The New Star Class is mainly aimed at teenagers aged 12-17. According to the management, this class mainly focuses on teaching and improving sanda skills. The uniqueness lies in the fact that students in this class who teach Sanda competitive skills have the opportunity to be selected for more professional training in the sports team. There are three main levels of competitive teams, from low to high: the second team, the first team, and the super team. Students in these teams have refined training in Sanda skills, possess certain competitive abilities, and thus qualify to represent schools or clubs in professional Sanda competitions.

In terms of training fees for the club, the fees are based on an annual fee system of 15000 yuan and 20000 yuan, respectively. The former is for middle school and primary school students, while the latter is for high school students. During the year, except for weekends off, you can come to the club to participate in training.



Figure 4 The Cultural Wall of Chongqing Huben Fighting Club (by author)

From the class composition of Chongqing Huben Fighting Club, professional training in Sanda not only cultivates students' interest in Sanda, but also pays more attention to their professionalism in Sanda. Chongqing Huben Fighting Club is also listed as a key individual training base for reserve talents in Chongqing competitive sports and a training base for martial arts and Sanda events in Yubei District. In the division of student classes, there are professional Sanda team echelons for professional second team, professional first team, and super team. During my



Figure 5 The Sanda Training Site of Huben Fighting Club (by author)

Professionalism is the foundation of martial arts training management

Professionalism, as the foundation of the sports training industry, directly determines the business standards for sports training in terms of attracting, adhering to, and developing students. Sanda, as a martial arts sport that mainly focuses on practical combat, has many skills and characteristics of confrontational combat moves. Especially when the competitive ability is in line with the actual combat of Sanda, the opportunities for con-

frontational combat will gradually increase, and even participate in professional Sanda practical combat competitions.

In the teaching philosophy of Huben Fight Club, Sanda is the only training content and combat event in the club. However, during the Sanda training process, students will come into contact with combat techniques including Taekwondo, boxing, Thai boxing, etc., which depends on the deep understanding and comprehensive application of combat techniques by the coach team of Huben Fight Club. Through interviews with students from the New Star Class, the author learned that the professionalism of the club is not only reflected in the technical level, but also has a very professional guidance and influence on students' dietary habits, mental state, and interpersonal behavior.

Although Sanda training is a commercial operation in the economic field, professionalism remains the foundation and core of any sports training project. While adhering to training and operation, the Huben Club has always maintained its research on the professionalism of Sanda, and even abandoned the establishment of classes in other types of combat. It focuses on teaching students comprehensive professional guidance in training methods, practical concepts, practical skills, martial arts etiquette, nutritional diet, and other aspects of Sanda special techniques. In this process, if the expected training effect is to be achieved, the training institution and coaching team need to put in tremendous physical and mental effort. In the conveying of value to their students by the members of the Huben coaching team, there has always been a saying that "either drive you away or drive you out", which means that whether managing students at the coaching level or cultivating students' autonomy, it is important for students to understand that sanda training is a relatively difficult sports activity, and the training process requires strong willpower and endurance. In the coach's strict training arrangement, there are only two results, either they voluntarily give up because they cannot bear the hardships of training, or they achieve the results they deserve through persistent and hard training.

Student's Consumer Cognitive Construction

Before conducting field research, we had made some assumptions about the consumption motivation of martial arts training consumers. Among all the assumptions, we believed that the strongest consumption motivation determining consumers was to help them enter higher education. Of course, the scope of this part of consumers was limited to the age stages of primary school, junior high school, and senior high school. Because in local policies, there will be a pathway for students with strong athletic skills to pursue further education. Through specialized exams, students can enter the target school for learning, if the school has enrollment targets for the program. However, the students and parents of the Huben Fight Club do not believe that helping them advance to higher education is their first goal in choosing Sanda training. They only indicate that if the child happens to have poor academic performance at the age of further education, they will consider using Sanda professional skills to help them advance.

In Sanda, whether it is training or training, knowledge transfer and skill practice always revolve around the concept of "fighting". If you want to achieve a certain level of skill improvement and practical results in Sanda projects, strict and extensive adversarial training practices are inevitably the main focus. Therefore, there are also many potential sports injuries in the entire professional training process of Sanda. In this sports event where injury is almost inevitable, there are still people following the desire and longing for Sanda, and even some young students and parents are involved.

In interviews with parent groups, most of the parents said that the initial idea of participating in the sports training class was basically to let the children achieve the purpose of strengthening their bodies through sports. However, most of the children's awareness of active learning and active exercise is weak after school, especially young children, who spend most of their time watching TV, playing mobile phones and playing computer when they return home, some children are more accepting of various learning arrangements in the role of teachers than their parents. Therefore, exercising and controlling children have become the most basic sports training needs of parents, determining their willingness to register their children at sports training institutions.

However, there are many training institutions in the market that carry out sports activities. According to project classification, the most common ones are basketball, football, tennis, table tennis, badminton, dance, taekwondo, etc. Parents will have their own expectations as the main consumption needs when choosing sports training projects. The generation of this consumption demand is mainly related to consumption cognition.
In the cognitive concepts of parents of Sanda students, they have a clear understanding of the practicality and confrontational nature of Sanda. Moreover, in comparison with other combat and fighting programs, parents believe that Sanda has a higher practical applicability and can distinguish the differences between Sanda and other combat training programs. In interviews with parents, the author can clearly observe that although on the surface everyone is discussing the practical significance of Sanda training, some parents also convey other levels of consumption cognition from the discourse, such as geographical location, tuition prices, teaching methods, teaching attitudes, and other cognitive factors.

In the interest classes of Huben Fight Club, the students are relatively young, with an average age of around 7 years old. Most of the students in the interest classes do not have independent awareness and value needs in terms of consumption, and basically receive Sanda training based on their parents' consumption awareness. Therefore, in order to master the students' independent understanding of martial arts Sanda training, the author randomly interviewed two students from the New Star Class, aged 17 and 16, who participated in club training for 6 and 4 years, respectively.

In the field of economics, the consumption process is the process of exchanging certain energy with matter. Older Sanda students have relatively independent thinking abilities, and they have clear expectations before participating in Sanda training. For example, Student B of the New Star Class will consider character development as the initial requirement for participating in Sanda training, hoping to change their cowardly personality through Sanda training. From the perspective of their understanding of martial arts Sanda, they have already acquired the correct basic understanding, New Star Class student B views Sanda and "cowardice" as a set of opposite energy relationships. In their subconscious, they may want to express that Sanda represents the meaning of strength and bravery. From the perspective of Sanda's technical style, competition form, and the image of famous Sanda athletes, they believe that practicing Sanda can bring them closer to "strong physique" and "strong character".

Struggle under the Disadvantages of Club Management

When summarizing the disadvantages faced by Huben Fight Club, the management believes that local policies, scale reserves, and enrollment promotion are currently the biggest development disadvantages. Firstly,

in terms of local policy disadvantages, the sports training clubs in the nine main districts of Chongqing are all under the jurisdiction of the district level education committee, which is also a subordinate district level unit of the Chongqing Municipal Education Committee. Because each district has an independent education committee, there will be different preferential conditions for sports training policies based on the importance of sports training in each district and the level of coordination among various departments. Yubei District relatively lacks preferential treatment and guidance in policies, which is the environmental policy disadvantage faced by Huben Fight Club. Secondly, in terms of scale reserve, it is mainly reflected in the relationship between the reserve of team members and the scale of operation of the club. The club is a self-reliant operating entity, with revenue mainly coming from training fees for students, which is also the only source of income for the club. This income needs to cover regular club expenses such as venue fees, coaching fees, and hygiene fees. However, the current reserve of team members in the club is relatively scarce, and the training fees generated by the team members can barely cover the club's daily expenses. The profitability has only improved in the past two years, especially after experiencing epidemic prevention and control, and a large number of team members' class hours have been squeezed. Currently, they are making up for last year's squeezed class hours. Therefore, there is no more energy or funds to expand the development scale of the club, which creates a mutually constraining disadvantage between the club's scarce team reserves and operating scale. Thirdly, in terms of enrollment promotion, many of the popular commercial operation models on the market rely on price strategies and psychological tactics to attract students and attract a large number of consumers to sign up and pay fees by constructing consumer expectations through extremely low prices and illusory tactics. In the view of Zhang Minghong of Huben Fight Club, the consumer demand for building team members comes more from the professionalism of Sanda training technology. The club's management and coaching team will focus more on researching Sanda technology, without considering enrollment promotion as the core idea of operating the club's entertainment department. Therefore, the main way for Huben Fight Club to attract consumers to consume is through the word-of-mouth effect. Through the word-of-mouth experience of old students, it is a relatively passive enrollment model in which old students lead new students.

In summary, there is an inherent influence and connection between the three disadvantages faced by Huben Club in its business process, and each disadvantage poses a practical challenge to the operation status of Huben Fight Club. Even so, they still insist on investing a lot of energy in the research of Sanda professional training technology, struggling to survive the impact of a large amount of commercial sports training for 18 years.

CASE 3：Family Inherited Martial Arts Training Institution - Jiulongpo District Hongwu Martial Arts

The Hongwu Martial Arts Museum in Jiulongpo District, Chongqing is the third research case selected in our study, with three main considerations. Firstly, in the setting of the case study, it is mainly based on the three main contents of martial arts forms, namely martial arts routines, martial arts sanda, and martial arts fitness qigong. The main case represented by the martial arts routine is Yuzhi Martial Arts in Beibei District, Chongqing, while the main case represented by Sanda Martial Arts is Huben Fighting Club in Yubei District, Chongqing. However, the research case of martial arts fitness qigong has not been determined yet. However, looking back at our definition of relevant concepts, we believe that the selection of research cases should be in line with the extension of the concept of martial arts, and should meet the characteristics of martial arts'

offensive and defensive techniques. Therefore, Tai Chi training meets our individual case conditions; Secondly, in terms of research scope, the main urban area of Chongqing consists of nine districts. Beibei District is located in the northernmost part of Chongqing and is the farthest from the other eight main urban areas. Yubei District is located in the northeast of Chongqing and connects Beibei District with other main urban areas. Except for Beibei District and Yubei District, the other seven main urban areas are relatively concentrated and compact in location, therefore, Jiulongpo District can meet our case conditions; Thirdly, in terms of the form of martial arts training institutions, the Hongwu Martial Arts Museum has inherited genes from aristocratic families, and its business scale and venue facilities are relatively close to the unique concept of "martial arts school" in martial arts training. The overall atmosphere has distinct traditional martial arts cultural characteristics. Based on this, as our third research case, Hongwu Martial Arts Museum fully reflects the current training situation under different forms of martial arts. In terms of geographical location, Jiulongpo District has the advantages and influence of the central urban area. At the same time, the characteristics of the traditional martial arts museum business model can also be compared with the business model of modern martial arts training institutions, thus enriching the practical significance and academic value of our research case.

The Hongwu Martial Arts Museum is located in Yangjiaping Street, Jiulongpo District, Chongqing. It is a martial arts training institution that mainly teaches Tai Chi. The martial arts museum is located in a residential area and was renovated from the director's own house, Mr. Xiong. Mr. Xiong's home is a two-story duplex building pattern, and the second floor is mainly the living area of Mr. Xiong's family, with a bedroom, kitchen, restaurant, and private bathroom; The first floor is the martial arts teaching area, mainly including martial arts training ground, strength training ground and a small tea room. According to Teacher Xiong, the main purpose of the school is to inherit the wishes of my father and promote martial arts culture.



Figure 6 The training ground of the Hongwu Martial Arts School (by author)

Teacher Xiong belongs to a martial arts family. From a young age, he learned from his father about Changquan, martial arts long instruments, martial arts short instruments, Nanquan, Bajiquan, Baguazhang, and Taijiquan. He learned a variety of martial arts styles and techniques, but later, due to his achievements, he was recruited to a provincial martial arts representative team for training. Nowadays, Teacher Xiong mainly practices martial arts routines related to Tai Chi and has won multiple national Tai Chi championships. He is often appointed as a special coach by the Chongqing Martial Arts Management Center to provide public welfare Tai Chi fitness guidance for members of society. Because of this, the martial arts teaching content of the martial arts school is relatively broad, mainly divided into adults and young children. The adult class mainly focuses on the teaching of Tai Chi; The youth class mainly focuses on martial arts long fist routines, while the children's class mainly focuses on basic martial arts training. Among them, Teacher Xiong introduced that

there are also some students who will choose the private teaching mode, and these students will have clear learning content requirements, which will require them to specifically want to learn a certain martial arts routine or martial arts boxing.

The Modernization and Transformation of Traditional Martial Arts Management

In order to adapt to the rapid development of society, traditional culture is gradually moving towards modernization, and the traditional inheritance mode of martial arts is gradually transforming into a training and operation mode. In the traditional cultural concepts of martial arts, there has always been no concept of management or commerce, only the understanding of inheritance. When it comes to the inheritance of martial arts, the first thing that comes to mind is the apprenticeship system. Learning martial arts requires apprenticeship and learning skills. In the eyes of anthropologists and sociologists, martial arts apprenticeship is actually the emotional recognition of the master through the intimacy of the relationship between the apprentices. Both parties establish an emotional contract relationship, and there is no economic relationship. Later, with the changes in social nature, the relationship between master and apprentice in the inheritance of martial arts gradually weakened. Under the influence of modern educational concepts, the relationship between master and apprentice gradually transformed into a teacher-student relationship. When Teacher Xiong was young, his father had already established a martial arts school at home. At that time, many students came to learn martial arts. In Teacher Xiong's memory, his father did not have any behavior or idea of paying tuition fees in teaching martial arts to apprentices, nor did he have any commercial behavior under the concept of modern market economy. He almost accepted anyone who wanted to learn martial arts for free. Occasionally, some students, out of respect for their teachers, prepare some accompanying gifts to give to them, such as rice, oil, tea, and other daily necessities. Influenced by traditional Chinese cultural ideology, the traditional teaching method of martial arts has always been passive in terms of enrollment. Usually, students take the initiative to find famous martial arts teachers and express their willingness to learn from them. The so-called martial arts fame has a similar meaning to the brand effect in the field of economics, but the difference is that martial arts fame is not based on promotional purposes. It is the high recognition of martial arts practitioners from peers and others with genuine and superb martial arts skills, and the high-quality reputation obtained in a passive state; The brand effect is based on a certain level of consumer psychology, and through the commercial operation of promotional methods, it wins the recognition of consumers and has a certain level of proactive promotional awareness.

There were many examples of maintaining traditional martial arts teaching relationships in this way nationwide in the 1980s, such as folk martial arts teaching in Beijing, Henan, Hebei, Guangzhou, and other places. In the concept of traditional Chinese culture, the inheritance and teaching of martial arts do not have a commercial nature, and it is unlikely that masters will label their martial arts skills in the form of clear pricing. Some martial arts masters, even if their lives are very tight, must adhere to their inner reverence and faith in the spirit of traditional culture.

Wushu has participated in China's social change with a history of more than 1000 years, and has integrated a variety of traditional cultural ideas and cultural elements to build a profound cultural significance of Wushu. Just like the martial arts school, for the inheritance of martial arts, it does not necessarily require martial arts practitioners to have a very detailed understanding of the history of martial arts. More importantly, it is people's obsession with history, which carries reverence for martial arts and cherishes the longing for their loved

ones.

Although the martial arts school retains the ideas of its father when it was founded, it integrates modern training and management methods in terms of venue facilities, teaching modes, and payment methods. The training venue of the martial arts school covers an area of approximately 200 square meters, with wooden flooring and a clean and minimalist decoration style. The wall facing the entrance is covered with a whole mirror for students to observe their movements clearly during practice. Above the mirror is a plaque with the calligraphy words "martial arts school". According to the basic demand for venue area in martial arts, martial arts schools mainly focus on small class teaching, with each class accommodating a maximum of about ten people. The class time is mainly concentrated on weekends or Monday evenings, and the age distribution of students is relatively wide. The smallest student is over 4 years old, and the largest student is 60 years old. Students are mainly divided according to their age. There is only one payment method, which is based on the number of class hours. The fee for each class is 100 yuan, and the duration of each class is 90 minutes.



Figure 7 Interview between the author and Teacher Xiong (by author)

The operational disadvantage comes from the traditional martial arts themselves

Since the Qing Dynasty, there has been a clear division of martial arts genres and schools in traditional martial arts, such as Shaolin Boxing, Bagua Palm, Tai Chi Boxing, and Xinyi Boxing. The traditional teaching method of martial arts is mainly oral and physical teaching, with master teaching disciples through language expression and physical activity, which is similar to the explanation and demonstration methods in modern physical education teaching methods. The difference is that the teaching process of traditional martial arts generally does not have written or visual records. According to personal habits and understanding methods, apprentices practice different styles and characteristics for the same martial arts routine, resulting in many branches in the inheritance path of martial arts. In Teacher Xiong's view, these branches that have emerged in the traditional inheritance of martial arts have become one of the influencing factors hindering the dissemination of modern martial arts.

The diversity of martial arts is the unique traditional cultural style of martial arts. In history, martial arts mainly determined their social functions by their social nature. For example, in ancient military battlefields, whether they could kill enemies became the standard for measuring martial arts; In the Goulan tiled houses of the Song and Yuan dynasties, whether they could please the people became the standard of measurement; In the early days of the founding of the People's Republic of China, whether one could win the position in martial arts competitions became the standard of measurement. In the development of contemporary martial arts,

the issue of standardization of traditional martial arts actually stems from thinking compared to other sports training programs. For example, the commercial promotion of Taekwondo has been very successful and has been highly sought after by many students and parents. From the analysis of technical components, Taekwondo movements are relatively simple, and the decomposition of each leg movement is relatively independent. Even young children can master technical essentials and exercise results in a short period of time; From the analysis of operational components, Taekwondo has a promotion system, and the assessment content for promotion also maintains a simple feature. Moreover, different belt colors enhance the explicit level of the rank, meeting the psychological needs of students for self-worth realization; From the perspective of commercial packaging, Taekwondo training meets consumers' aesthetic and value needs in terms of fashionable uniforms, clean venues, and innovative educational concepts. Compared to the overall management philosophy of Taekwondo, martial arts itself contains diverse and complex cultural elements, and the ultimate pursuit of beauty comes more from a psychological artistic conception. So, martial arts audiences must have a certain basic knowledge in order to correctly interpret and understand the cultural significance conveyed by traditional martial arts. Otherwise, it will only cause consumers' cognitive dislocation of martial arts projects.

Many managers of martial arts training institutions express that the correct understanding of martial arts culture determines the number of students enrolled in martial arts training institutions, and believe that consumers with the correct understanding will have a stronger desire to consume. However, the reality is that not many people have the correct understanding of martial arts. Moreover, with the explosion of network information, the Internet has become the main way for people to collect information. In some commonly used video software, martial arts has also been edited into funny jokes or pictures by some entertainment bloggers, for example, the event of "Ma Baoguo", a fake martial arts master, and the event of "Tai Chi Lei Lei", a martial arts farce, which have damaged the impression of martial arts in people's minds to varying degrees, People who have not yet established their understanding of martial arts will become more confused and anxious. Therefore, the bad network environment, which produces a large number of fragmentation network information, has seriously damaged the spirit of martial arts, and has become one of the obstacles to the inheritance of traditional martial arts in the contemporary era.

Discussion and conclusions

Improve organizational structure(Gholam Ali Ahmadya , Maryam Mehrpourb,&Aghdas Nikooraveshb,2016) and clarify management responsibilities. As a martial arts training institution, it is possible to learn from the management methods of mature enterprises, establish a complete and rigorous internal organizational structure, and establish functional departments that cooperate with each other.

Upgrade auxiliary facilities and enhance the cultural atmosphere(Zhang wenran,2018). The significance of improving auxiliary facilities mainly lies in meeting the sensory needs of consumers, allowing them to feel the cultural atmosphere of traditional martial arts, and reflecting the authentic Chinese traditional cultural feeling in room design and decoration.

Clarify teaching content(Rafael Burgueño,2018) and enhance cultural awareness. Martial arts schools should clarify their teaching content, seize the cultural advantages of family tradition, focus on creating martial arts martial arts content under orthodox inheritance, and enhance consumers' understanding of traditional martial arts culture.

Expand publicity channels and pay attention to image promotion. A good market reputation can indeed bring a certain number of students to martial arts schools(Zhang shiyu,2022), but this approach does not conflict with advertising and promotion. The combination of the two measures fully utilizes the chemical effects of passive enrollment and active promotion.

Develop learning habits and update teaching ideas. Not only do operators need to maintain learning habits, but members of the coaching team also need to reserve their learning abilities. In the teaching design of martial arts, such as teaching concepts, teaching ideas, and teaching processes, training methods should be updated, and more scientific and rigorous theoretical guidance methods should be used to enhance the technical level of martial arts and the training needs of consumers.

Build awareness of martial arts and understand the significance of martial arts. Martial arts should cater to the needs of society, conform to the needs of the development of the times, and strive to reflect the value functions of cultural education, fitness, self-cultivation, entertainment, communication, and promote the better development of martial arts.

References

Gholam Ali Ahmadya , Maryam Mehrpourb,&Aghdas Nikooraveshb.(2016).Organizational Structure.3rd International Conference on New Challenges in Management and Organization: Organization and Leadership,455-462.

Rafael Burgueño.(2018).Clarifying the influence of sport education on basic psychological need satisfaction in high school students.Motricidade:Sport Education and Psychological Needs.48-58.

Zhang wenran.(2018).Research on the Chain Operation of Ailut International Fencing Training Center in Wuxi City.Sport Science and Technology,39,89-90.

Zhang shiyu.(2022).Research on the Development Strategy of off Campus Wushu Training Institutions under the Background of "Double Reduction" Policy.Contemporary Sports Technology,12,86-89.