SWOT analysis of the operation and management of Guizhou Commercial Wushu Club

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Abstract

In recent years, the development scale of China's sports industry has continued to expand, commercial clubs have been developing rapidly in various parts of China, and commercial martial arts clubs are also emerging with the development of the sports industry. However, due to the late development of wushu club management in China's sports clubs, the construction of the theoretical system is in the embryonic stage, which is not perfect, and the management experience is more traditional, which needs to be further explored, and the market share is small. The management and development of commercial martial arts clubs face new opportunities and challenges under this background. Guizhou Province is located in southwest China. Compared with China's first-tier cities, it started economic development late, with great development space and potential. In the more fierce competition environment, the commercial martial arts club is urgent to improve the management mode, build a scientific and reasonable organization, and strengthen the human resource management. This paper makes a comprehensive analysis and research on the management of Guizhou commercial martial arts club through literature data method, interview method, field survey method, questionnaire survey method, mathematical statistical method and SWOT analysis method, trying to find out a scientific and reasonable development path. This paper discusses the basic situation, the organization management, club human resources management, infrastructure and equipment management; member management and marketing management. From the perspective of commercial management, different from the general research on the development of martial arts clubs, this paper systematically analyzes the existing problems and difficulties in the management of commercial martial arts clubs, and some suggestions are put forward.

Keywords

Management; SWOT; Martial Arts Club

1 Literature review

Using "Guizhou" and "martial arts" as the keywords, a total of 147 results appeared, among which more than 70% were involved in the protection of the intangible cultural heritage of ethnic minority martial arts and the excavation of traditional martial arts,This result is closely related to the uniqueness of the economic environment, ethnic distribution and geographical environment in Guizhou.Guizhou often "no three flat, no three sunny", means that Guizhou economic development compared with first-tier cities is lagging, karst landform and mountain is the embodiment of the main geographical environment in Guizhou, although the beautiful scenery pleasant climate, but the scarcity of flat terrain also increased the infrastructure and field early investment, indirectly limit the development of Guizhou martial arts club. The lag of economic level also weakens

the purchasing power of wushu club audience to some extent, and affects the profit of martial arts club.

There are few studies on wushu clubs in Guizhou Province, and more studies from the perspective of management. Although related to the martial arts club management research, but it is often relatively scattered system, perspective generally focus on teaching form, teaching content, teachers level and infrastructure construction surface content, not study the management of Guizhou province martial arts club, especially in the organization management, human resource management, member management and marketing management is not in-depth analysis.

The image of a brand or enterprise can in turn give back to consumers and improve their social status, because the values represented by the brand are passed on to those who consume it (Godsey, 2020).It can be said that the brand image affects consumers' preferences. In this way, consumers are often more willing to choose brands that produce a more positive image, while other brands with less positive images, which in turn affect consumers' purchase intentions and loyalty to that particular brand (Li, Soutar, et al., 2021).stated in their study that facilities and equipment are some factors influencing students' participation in sports and sports activities, and full attention should be paid to providing appropriate sports facilities and equipment to encourage students to actively participate in sports and sports activities, whose benefits cannot be overemphasised (Sayyd et al., 2022).

the conclusions of the SWOT analysis are mainly focus on the following six aspects.1. For official support. Strengthen the construction of relevant laws and regulations of the martial arts industry, create a good market operation environment and cultivate a good market operation mechanism, rely on government policies, vigorously develop the martial arts industry, expand the influence of the martial arts industry through official publicity, establish the martial arts association, and optimize the market;2. For Publicity and promotion. Development of martial arts intermediary industry, with the help of the era of new media media power, strengthen the propaganda of martial arts culture, martial arts project, through Chinese martial arts culture "offline" to "online" promotion path, build new media matrix, need to combine the advantages of other areas, the traditional martial arts development and the development of The Times want to combine, into the traditional culture, mix;3. Manpower management. Actively introduce compound talents, vigorously promote cross-field exchanges and cooperation, cultivate warts industry data analysis talents. Martial arts industry need to recruit or training with the martial arts professional knowledge, understand the market economy and big data professional analysis of technical talents, intensify efforts to improve the management level and teachers, strengthen industry internal communication, martial arts teachers should be all-round development, adhere to lifelong learning, constantly improve their academic level, strengthen the martial arts teachers teachers;4. Product optimization. Improve product quality, expand influence, improve product quality, innovate product content, in order to expand the audience, combined with the network to launch high-quality courses, has achieved publicity and drainage;5. Marketing. Establish the concept of industrialization and modern marketing, open up the sales channels of martial arts surrounding commodities, carry out competitions, exchanges and learning to expand the influence,6. Brand positioning. Implement the brand strategy, create the star teachers and the star products, standardize the clothing and integrate into the traditional culture, build the national characteristic brand, cultivate the brand loyalty, constantly pursue the brand extension and accurately grasp and use the brand extension strategy.

2 Club Management SWOT analysis

By consulting a large number of relevant literature and materials, After many field visits, And semi-structured interviews with 79 martial arts club managers, A questionnaire survey with 155 coaches, A questionnaire survey with 218 member parents, Combined with the current management status of Guizhou Province commercial martial arts club, Considering the factors influencing the management of martial arts clubs following the COVID-19 outbreak, The advantages, disadvantages, opportunities and threats in the management of Guizhou Wushu Club were summarized and summarized, Through the comprehensive analysis of the research content, we can clearly see the internal favorable factors, internal adverse factors, external opportunity factors and external adverse factors, Four strategies for optimal development of SWOT matrix arts club in Guizhou Province, Are: SO, WO, ST, WT.

In addition to the organization management coaches provide more information support, several other aspects of open questions answer the number is less, the number is less than equal to 5, the similar questions behind the club manager and the coach view comprehensive analysis, no longer separate analysis, inductive analysis of various factors,Number of selected options: n is about equal to 79.

2.1 Feedback from members

Members will list the reasons for choosing the club (regarding the management of the club). According to the feedback of members, we can further correct the collected information, see Table 56.

Table 56 Why members choose a club (regarding club management)

genre	Respond		Penetration rate (n=218)
	n	responsivity	
A. Good geographical location	111	16.67%	50.92%
B. Flexible management methods	24	3.60%	11.01%
C. Novel marketing methods	33	4.95%	15.14%
D. Have an excellent martial arts coach	144	21.62%	66.06%
E. Good service quality	38	5.71%	17.43%
F. Satisfied with the course content	39	5.86%	17.89%
G. Satisbership system	52	7.81%	23.85%
H, the sports field and the equipment are better	62	9.31%	28.44%
I. Reasonable price positioning	163	24.47%	74.77%
Total	666	100%	305.50%

Note: Goodness-of-fit test: $\chi 2=290.811$ p=0.000

Source: Compiled by the author

The chi-square goodness of fit test was used to analyze the uniform distribution of multiple choice proportions. As can be seen from the above table, the goodness of fit test is significant (chi=290.811, p=0.000 <0.05), which means that the selection proportion of each item is significantly different, which can be compared by the response rate or penetration rate.Specifically, A, good geographical location, D, excellent martial arts coach, I, reasonable price positioning of 3 response rate and penetration rate are obviously high.Geographic location belongs to the category of location marketing in the marketing management, which shows that the manager of Wushu club has done a good job in the club site selection.Have good martial arts coach

that the club in the aspect of human resource management of martial arts coach hire do better, but in further understand the reason, parents said in the evaluation teacher basically will give a positive evaluation, on the one hand is afraid of coach know evaluation after influence the child subsequent learning, on the other hand for polite will give praise, unless particularly not satisfied with the coach, will not give high praise.Combined with the low satisfaction of members with the course products of Wushu club, it also reflects some problems in the human resource management of the club. Therefore, this result does not prove that Wushu club has advantages in human resource management.Price positioning is reasonable, belongs to the category of price marketing in marketing management, martial arts club product positioning mid-range market, plus the industry competition, price war between martial arts club, although can be considered as an advantage, but also want to consider the disadvantages, and the influence on the long-term development of the club.

Considering the phenomenon that warts club products are aimed at the middle and low-end market, and whether the monthly income as the dependent variable will affect the result, linear regression analysis of the two, as shown in Table 57.

Table 57

Results of the linear regression analysis (n=218)

	Non-standardized coefficients		Standardization coefficient	*t*	*p*	VIF
	B	standard error	*Beta*			
constant	2.085	0.152	-	13.677	0.000**	-
A. Good geographical location	-0.042	0.110	-0.027	-0.383	0.702	1.062
B. Flexible management methods	-0.115	0.180	-0.046	-0.639	0.524	1.109
C. Novel marketing methods	-0.134	0.150	-0.062	-0.887	0.376	1.017
D. Have an excellent martial arts coach	0.063	0.116	0.039	0.546	0.586	1.055
E. Good service quality	0.113	0.149	0.055	0.759	0.449	1.113
F. Satisfied with the course content	0.009	0.146	0.004	0.062	0.951	1.097
G. Satisbership system	0.022	0.128	0.012	0.171	0.864	1.046
H, the sports field and the equipment are better	-0.026	0.123	-0.015	-0.215	0.830	1.071
I. Reasonable price positioning	-0.024	0.128	-0.013	-0.184	0.854	1.085
R 2			0.009			
R 2 eggplant was adjusted			-0.034			
F			*F* (9,208)=0.213,*p*=0.992			
D-W price			1.559			

dependent variable : Family monthly income

* p<0.05 ** p<0.01

Source: Compiled by the author

From the above table, we can see that A, good geographical location, B, flexible management methods, C, novel marketing methods, D, E, good service quality, F, course content satisfied, G, membership system sat-

isfied, H, sports venues and equipment better, I, reasonable price positioning as independent variables,While a linear regression analysis of monthly household income as the dependent variable,As can be seen from the above table, the model formula is: family monthly income =2.085-0.042 * A, good geographical location-0.115 * B, flexible management method-0.134 * C, novel marketing means + 0.063 * D, excellent martial arts coach + 0.113 * E, good service quality + 0.009 * F, satisfactory course content + 0.022 * G, satisfactory membership system-0.026 * H, good sports field and equipment-0.024 * I, reasonable price positioning, model R square value is 0.009,Means A, geographical location is good, B, flexible management methods, C, novel marketing methods, D, excellent Wushu coach, E, good service quality, F, course content is satisfied, G, membership system is satisfied, H, sports venues and equipment is good, I, reasonable price positioning can explain 0.9% of the change of monthly family income.F test model model did not pass F test (F=0.213, p=0.992> 0.05), namely, A, good location, B, flexible management methods, C, marketing, D, excellent, E, good service quality, F, course content satisfaction, G, membership system, H, sports venues and equipment, I, reasonable price positioning will not impact on family monthly income, thus not specific analysis of the influence of independent variables for dependent variables.

To sum up, according to the feedback information of members, the manager of Wushu club does a good job in address marketing and price marketing in marketing management, while the penetration rate and response rate of other aspects are not high. There are still many places to strengthen the other experience management of the club, which need to be further combed and analyzed.

2.2 Analysis of the management advantages of Guizhou Wushu Club

2.2.1 Martial arts club organization is simple

More than 80% of Guizhou Wushu clubs are straight in the basic form of organizational structure, which is also the simplest organizational form, suitable for small and medium-sized clubs, and has the advantages of easy command and centralized allocation of resources.The club organization is simple, the organizational structure is stable and reliable, the operation cost of the club is reduced, the communication between various departments is more convenient, the transaction is more efficient, and the club manager can control the club more easily.Although 20% of martial arts clubs are medium and large clubs, which are more complicated than the linear organizational structure, the overall organizational composition is still simple, and it also has the advantages of simple organizational structure.To sum up, the simple advantage of the organization is easier to make changes in the face of market changes when enterprises need to upgrade their industrial structure, which can save the cost of enterprises. Wushu club has a small enterprise volume, a huge space for development, and a large market potential in the future.

2.2.2 Strengthening management does not generate excessive economic expenditure

In the process of strengthening the club management will not produce too much economic expenditure. In the process of strengthening organizational management, site and equipment management, member management, human resource management and marketing management, the Wushu club only needs to make less economic expenditure or no additional expenditure, which will not bring too much economic burden to the club, which can make the club just improve the management level. From the medium and long term development of the club, it can enhance the ability to obtain the sustainable economic value of the club and lay a good foundation for the long-term development of the club.

2.2.3 Initially strengthen the management of the development cycle is relatively short

The management level of wushu club is relatively low, and the initial strengthening of management can be completed in a short time. If the martial arts club manager attaches great importance to the management of the club, in the short term, you can complete the organization management, site equipment management, member management, preliminary development, human resource management and marketing management rules of the development cycle is short, can short-term results, and can feedback to the coach and members, facilitate the improvement of the management system and optimization, improve the ability of the club, improve the service level of the club, enhance the market competitiveness of the enterprise. Solving problems in a short time can seize the market opportunity, so as to get the opportunity of rapid development.

2.2.4 There is a sufficient reserve of professionals in the market

In the society, the market management talent reserve is sufficient, and it is easier to recruit relevant technical talents, or to obtain technical support from professional institutions with a smaller expenditure. Many cross-industry talent into fitness club related industry, can bring excellent management experience and methods, provide new club development perspective, inject new vitality for the industry, improve the management ability and management level, enhance the ability to obtain sustainable economic value, promote the further development of martial arts club.

2.2.5 Wushu club managers have certain advantages in marketing management

Wushu club manager in the marketing management of address marketing, price marketing to do better. At the present stage, the target customers of the Wushu club are mainly primary and middle school students. When the managers of the Wushu club are located in residential areas and near schools, so that they will be closer to the target customers and gain the advantages of geographical marketing. Part of the reason why customers choose these clubs is the close distance, less time on the distance and less time cost. In terms of price marketing, Wushu club products are positioned in the middle and low-end market, with a natural price advantage, which can attract more potential customers to join the club.

2.3 Analysis of the management disadvantages of Guizhou Wushu Club

2.3.1 The club lacks the necessary organization

At present, the organization structure of wushu clubs is relatively simple, and the organization structure is not perfect. The club manager should consider all the affairs of the club, including all the business of the business department, the affairs department and the sports department, and be responsible for all the business. Sometimes he will feel great work pressure, which will have a certain impact on the health of the club manager in the long run.Club did not set up specific business department, no full-time personnel to participate in management, all kinds of business only by the club manager management, is bound to some other departments of business to the coach, such each department no full-time personnel is responsible for the business, and no clear rules and regulations constraints, the business coach in part-time business only by experience and responsibility, the final results exist the possibility of poor effect, in the club in the process of long-term operation.The management of the club is responsible for the club manager. If there is poor communication or forgotten communication, there will inevitably be some problems in the work of the club, and one person's ability and energy are limited, some clubs will not be considered, and the plan and implementation can not achieve the expected goals. At present, many club staff are holding several positions. If more stringent requirements are put forward in the management of the club, the employees will have a great rebellious psy-

chology, and even cause the loss of talents.

2.3.2 Martial arts club management level is low, the lack of professional talents

The management level of Wushu club is low, and the manager of wushu club lacks relevant management knowledge and low management ability. Although the martial arts club does not without additional financial expenditure, the club manager will spend more time and energy. The management level of martial arts club members is in the initial stage, and it takes a process to improve the quality, which may take a lot of time. Wushu club managers have poor research and development level of member management technology, and may need professional management personnel or technical support, which may increase the expenditure of the club. If the expected effect is not achieved, in a short time to reduce the club profit.Most small and medium-sized clubs still have the characteristics of traditional rule of man, and the level of human resource management needs to be improved; infrastructure and equipment management adopts extensive management mode, no detailed norms and guidelines, often different coaches will have different management methods, management standards are not unified, the management level needs to be improved;The member management of Wushu club is generally simple, and the consumption process is the simple service from payment to learning, and the member management is rarely more in-depth analysis, there are less other value-added services, the member viscosity is low, which affects the repurchase rate of members; the marketing methods of marketing channels are relatively single, excessive reliance on offline marketing and network marketing, the network marketing ability is weak, not using multi-channel marketing to play its advantages.On the whole, many martial arts clubs have poor management ability and rely more on past experience for management. Club management depends more on the rule of people. The management mode is relatively old and does not keep pace with The Times.

Wushu clubs urgently need to solve the improvement of the professional level of management. Many martial arts club managers are coaches before, and start their own businesses after original accumulation, they rarely contact and even have no contact with management knowledge. The management clubs rely more on experience and imitate peers. Although this management mode is simple and effective in the early stage of the club, it will limit the further development of the club.

2.3.3 The ability to utilize network resources is low

Under the impact of the outbreak of COVID-19, some martial arts clubs have closed down, and the characteristics of martial arts club products that cannot be separated from the scene have been more affected. During the period of home isolation, people come into contact with online fitness and form a certain customer groups. Wushu clubs will face the dual influence of online and offline, offline need to compete with the same industry, and at the same time, they will also face the diversion of online fitness products to customers, making the industry competition more fierce.Club network marketing ability is poor, martial arts club manager although also realize the importance of network marketing, can bring more exposure to the club, to attract more consumers to buy products, but most martial arts club manager is not a good use of network marketing, missed the network age brings to the enterprise dividends. Specific performance is that the club operators do not pay attention to network marketing, Or value network marketing but no ability to do well.Under the influence of "Internet +", wushu clubs have to optimize and upgrade their industries. However, in this respect, the ability of wushu club managers is limited, and they may need professional management talents or technical support, which may increase the expenditure of the club.

2.3.4 Product model is single, the lack of diversified profitability

The mainstream consumer group of wushu club is primary and middle school students aged 7-15. The similar consumption demand caused by the single consumer group leads to serious homogenization of the main product model of the club, single product model and lack of motivation for product innovation. In the long run, it will cause a single industry, the final industry innovation and personalized products, the serious homogenization of industry products, peers can only go to the road of low price competition, products and services due to the compression of price and profit, can only go to the road of low-end development.Lack of diversified profitability, the profit model of Wushu club is more focused on membership dues, with a relatively single product, while other profit models are less, and the profit level is poor. From the point of industry characteristics, martial arts has a long history and culture, fitness and health have more profound inheritance, martial arts and keeping in good health, martial arts club should increase product category, development of health and health products, don't limit customers to primary and middle school students, should develop the fitness products for adults, broaden the product for the target population.

2.3.5 The consumption habit of middle and high-end products has not been formed

Wushu club products focus on the middle and low end, and the target group is minors, which also causes the club managers only pay attention to the existing consumer groups, but do not develop course products suitable for other groups, resulting in the situation of wushu club consumer groups being too single.Compared with commercial fitness club cultivate customer consumption habits, martial arts club should expand customer groups, cultivate new customer groups, this is back to the development of new products, products for people single caused a single consumer groups, in the case of serious homogeneity products, price competition is inevitable, between peers only price war to win the market, indirectly lead to martial arts club products to the low-end market trend. Commercial martial arts club has a low product positioning, resulting in consumers' inherent impression that martial arts products are middle and low-end products. Club managers lack the thinking and motivation to develop middle and high-end commercial products, and there is a gap between consumers in the consumption of middle and high-end products of martial arts clubs. The development and launch of middle and high-end products is a feasible direction of the future product adjustment of wushu club, and also an idea of the transformation of wushu club from extensive to refined.

2.4 Analysis of management opportunities of Guizhou Wushu Club

2.4.1Policy and legal support

In recent years, the government has provided a favorable policy environment for the development of the sports industry. For example, in 2016, the "Healthy China 2030" Plan Outline, in 2019, the government issued the Opinions on Promoting Comprehensive Fitness and Sports Consumption and Promoting the High-quality Development of the Sports Industry, and the Outline for Building a Strong Sports Country,In addition, after the outbreak of COVID-19, government affairs introduced a series of tax relief and reduction policies to promote the economy, which is a good news, the social economy will gradually recover, and people's consumption capacity will be increasingly enhanced. The Guizhou Provincial government, together with the provincial Tax Bureau, the Provincial Department of Finance, the Provincial Department of Human Resources and Social Security, the Provincial Department of Commerce, and the Provincial SasAC and other departments, has jointly issued a lot of policies to promote economic development,A series of policies, such as tax rebate subsidy, rent reduction, optimization and improvement of the small and medium-sized enterprise credit pass policy, business guarantee loan policy and online and offline promotion activities, to a large extent to alleviate the economic pressure faced by the martial arts club, relying on the policy can get more development oppor-

tunities, so that the club can get rapid development.

2.4.2Economic level of policy support

After COVID-19 era, Guizhou GDP is gradually growing, the economic recovery trend is obvious, Banks to enterprise loans also gave a lot of economic support policy, affected by COVID-19 enterprises, loans can be extended or renew loans, interest can slow or relief, moderately reduce loan interest rates, the economic level, for more small and medium-sized enterprises martial arts club provides the development opportunity.Guizhou province human resources and social security department and other departments also issued the relevant policies to promote employment, greatly reduces the public unemployment rate, per capita disposable income is gradually increased, the economy growth trend, the economic environment has many instability, uncertainty, national GDP growth slowed, but the overall is still a growth trend, after COVID-19 era economic recovery trend is obvious.This is favorable to the trend of the development of Wushu clubs. Wushu clubs should seize the opportunity to improve the operation and management mode, play the initiative to enrich the types of Wushu products, expand the consumer group, improve the service quality, and develop rapidly in the post-COVID-19 era.

2.4.3Fitness market demand growth momentum is strong

In the post-COVID-19 era, people pay more attention to the quality of life and health, and the fitness market demand is growing strongly, which is a good signal for commercial martial arts clubs. We should seize these potential customers and increase the number of members with better products.After COVID-19, some martial arts clubs went bankrupt during this period, which reduced the competition in the same industry to a certain extent. Martial arts club managers should seize the gap period when new competitors have not yet entered, quickly attract members and expand the operation scale of the club.People after COVID-19, more attention to a healthy way of life, in view of the physical health people will increase spending, increase the consumption of fitness products, this is expanding members for martial arts club, how to let potential customers in many health products choose in martial arts club, this is the martial arts club manager should focus on thinking.

2.4.4 "Internet +" opens up new development opportunities for the industry

Due to the development of network technology, the fitness industry has expanded the scope of fitness users and improved the efficiency of the industry, which is transformed from a low efficiency industry to an efficient industry. "Internet +" has opened up new development opportunities for the fitness industry. In the future, "Internet +" will be the biggest development opportunity for the development of martial arts clubs. China Internet users and active users, many fitness industry because of the development of Internet technology, "Internet + fitness" mode still has a prototype, the use of Internet technology in the field of fitness is in the primary stage, this is the best opportunity to seize the opportunity, to integrate offline resources, occupy the online market.

2.4.5 The fitness market sinking offers new opportunities

Wushu club products are aimed at the middle and low-end market, complete the layout of the second and third-tier cities earlier than other fitness clubs, occupy the market earlier, and have a certain membership base. Martial arts fitness industry to improve management level attention is not high, more martial arts club has not begun to improve management level, if you can advance layout, to absorb more new members, increase old member viscosity, is advantageous to the club to retain high quality talent, enhance market competitiveness

of the club, is conducive to the long-term development.

2.5 Management threat analysis of Guizhou Wushu Club

2.5.1Martial arts club management cannot meet the growing demand of consumers

Consumers are becoming increasingly mature, consume more rational, and pursue the quality and cost performance of products. The products of Wushu club are relatively single, the membership system is mainly annual membership, lack of variability, and cannot provide personalized services, which is exactly the product characteristics that consumers pay more and more attention to.Martial arts clubs do not have diversified products and membership models for consumers to choose from, which increases the chance of missing out on potential consumers. If consumers want better service quality, wushu clubs often do not pay attention to the member gain service, and the service level is relatively backward.With the development of the fitness industry, and consumers mature consumption concept, the demand is inevitable, if the club still does not change the status quo of the simple organization, club manager alone extensive management mode, is unable to meet the demand of a series of customers, it will be difficult to absorb new customers, retain existing customers.It is imperative to develop from experience management to scientific management, otherwise martial arts clubs can only position their products in the low-end market,Use the loss of the future market in exchange for cost savings in immediate expenses.

2.5.2Facing competition from various other industries

Martial arts club fitness industry belongs to niche enterprises, its scale and project influence is small, in the face of other fitness industry competition martial arts club lack of enough competitiveness, if the martial arts club products understood as a way of entertainment, the martial arts club by bar, KTV and other entertainment industry competition.

Under the impact of the outbreak of COVID-19, some martial arts clubs have closed down, and the characteristics of martial arts club products that cannot be separated from the scene have been more affected. During the period of home isolation, people come into contact with online fitness and form a certain customer groups. Wushu clubs will face the dual influence of online and offline, offline need to compete with the same industry, and at the same time, they will also face the diversion of online fitness products to customers, making the industry competition more fierce. In the face of consumers more picky demand, martial arts club products single disadvantage, most of the martial arts club without online competition strength, offline also face more fierce competition in the industry, martial arts club products single, the service quality to keep up with customer demand and profit model of single problem will be more prominent, facing the dilemma will continue for a longer period of time.

2.5.3Cross-industry cooperation ability is low

In terms of horizontal development, martial arts clubs are often weak in this aspect. The common mode is to hold martial arts competitions. However, such competitions often have a low exposure rate, can form a small market impact, and can not expand the market well.Club manager less consider cross-border thinking, cross-industry cooperation ability is low, should be more development of martial arts cooperation with other industries, with divergent thinking for martial arts club industry to planning, broaden the consumer crowd, attract more people to martial arts as a fitness form, maximum attract more new customer groups, also to dig the surplus value of the original user.

2.6 Development strategy of Guizhou Wushu Club

Table 57：SWOT matrix

	strengths	weaknesses
external factor internal factor	1. The organization of the martial arts club is simple 2 Strengthening management will not generate excessive economic expenditure 3 Initially strengthen management development cycle is short 4 sufficient reserve of professional talents in the market 5 Martial arts club managers have certain advantages in marketing management	1 The club lacks the necessary organization 2 The management level of Wushu club is low, and the club lacks professional talents 3. Low ability to use network resources 4. Single product model and lack of diversified profitability 5. The consumption habits of middle and high-end products have not been formed
opportunities	The SO growth-type strategy	The WO torsion-type strategy
1 Policy and legal support 2 Economic policy support 3Fitness market demand growth momentum is strong 4 “Internet + " opens up new development opportunities for the industry 5 The fitness market sinking offers new opportunities	Actively give full play to the internal advantages Take full advantage of the external opportunities	Seize external opportunities Overcome internal disadvantages
threats	The ST multiple-type strategy	WT stable growth strategy
1Martial arts club management cannot meet the growing demand of consumers 2 Facing competition from various other industries 3 Cross-industry cooperation ability is low	Relying on internal advantages Face external challenges	Reduce internal disadvantage Face external challenges

Source: Compiled by the author

2.6.1 The SO growth-type strategy

2.6.1.1 With the help of policy support, to improve the management ability of the martial arts club

In recent years, the government has provided a good policy environment for the development of the sports industry. In the post-COVID-19 era, banks have also given a lot of economic support policies to enterprise loans. Strengthening the management of the club will not generate too much economic expenditure, which shows a favorable trend to the development of martial arts clubs. Guizhou Wushu Club should seize the opportunity to improve the operation and management mode, establish and improve the organization of the club in a short term, standardize and improve the rules and regulations of the club, give full play to the initiative to enrich the types of Wushu products, expand the consumer group, improve the service quality, and increase

the market competitiveness of Wushu club.

2.6.1.2 Introduce professional and technical personnel to enhance the brand effect of the club

The demand of fitness market is growing strongly, and consumers pay more attention to brand when choosing fitness products, and brand awareness and brand loyalty are gradually formed. Using martial arts to strengthen management can be completed in a short period, the introduction of professional and technical personnel, or seek technical support of professional institutions, seize the opportunity to improve the management of the club in the industry to build the club brand, establish club brand image in consumers, improve club members viscosity, enhance the comprehensive strength and service quality, is conducive to the long-term development of martial arts club.

2.6.1.3 Introduce professional talents, and promote the exploration of online fitness, online sports training and other modes

It has to be admitted that people's lifestyle has been changed by the Internet. Most people have become accustomed to the lifestyle such as online taxi, online food ordering, online shopping and online payment. Under the influence of "Internet +", all walks of life have a contact with the Internet. Martial arts club course product is intangible, the core value of the product is the user experience, the function of the Internet not only in the club network marketing can play a role, the club should be based on product core value, combined with the Internet, make digital, intelligent and convenient course products, at the same time pay attention to the members in the process of social attributes and scene interaction, get rid of the product and scene cannot be separated, moreover course content can also involve nutrition, health, etc.

2.6.1.4 Seize the market sinking to provide new opportunities to expand the club's existing advantages

The fitness market is sinking, the fitness heat has spread to the second-tier and third-tier cities, and the new market has new opportunities. At the present stage, Wushu club products focus on the middle and low-end market, complete the layout of the second and third-tier cities earlier, and occupy the market earlier than other fitness clubs, with a certain membership base and brand foundation. Wushu club manager in marketing management address marketing, price marketing do better. Take the advantages of location marketing, strengthen the management level of the club, improve the quality of service, strengthen the brand effect of the club, enhance the stickiness of members, on the premise of seizing the opportunity and holding certain advantages, further expand their own advantages, and usher in the opportunity for the rapid development of the club.

2.6.2 The ST multiple-type strategy

2.6.2.1 Adopt light operation mode to create personalized products and services

Martial arts clubs are simply organized. Compared with mature fitness clubs, they have small size and scale, but they have small advantages, with low transformation cost and short transformation cycle. China's fitness service industry has developed rapidly and has a large space for development. However, traditional fitness clubs also have problems such as serious product homogeneity, single product and poor user experience. Consumers' consumption of fitness products is becoming increasingly mature, and their consumer demand is also higher. The management of martial arts club cannot meet the growing demand of consumers. The managers of martial arts club should change their thinking, make use of their own advantages, create personalized course products, make advantage of the dividends of the rapid development of the Internet, create high-quality online courses, combine the characteristics of online and offline services, broaden the fitness scene of us-

ers, and complete the transformation of the club business model.

2.6.2.2 Quickly improve the club management level, increase the competitiveness of the industry

Martial arts club belongs to niche enterprises, its scale and project influence is small, in the face of other fitness industry competition martial arts club lack of enough competitiveness, if the martial arts club products understood as a way of entertainment, the martial arts club by bar, KTV and other entertainment industry competition. In the face of fierce market competition, martial arts club strengthen management does not need too much economic spending, preliminary club management upgrade short, play their own advantages, rapidly improve the club management level, improve the product quality and service quality, improve customer satisfaction, increase member viscosity, facing the fierce market competition, enhance the comprehensive strength of the club, increase the competitiveness of the martial arts club.

2.6.2.3 Introduce professional talents, cross-border expand new development space

Martial arts club in cross-border cooperation ability is weak, the club manager less consider cross-border thinking, cross-industry cooperation ability is low, should introduce professional talents, or buy professional institutions guidance services, greater development of martial arts cooperation with other industries, with divergent thinking for martial arts club industry to planning, broaden the consumer crowd, attract more people to martial arts as a fitness form, maximum attract more new customer groups to join, can also to dig the surplus value of the original user.

2.6.3 The WO torsion-type strategy

2.6.3.1 With the help of policy support, improve the organizational structure, introduce talents to strengthen the management

After COVID-19 era, martial arts club enjoy a good policy environment, greatly reduce the economic pressure of the club manager, should seize the opportunity to improve the club organization, the introduction of professional and technical personnel, or seek professional institutions for technical support, strengthen the management of the club, improve the club management level and service quality, enhance their competitiveness, maintain the long-term stable development of the club.

2.6.3.2 Seize the "Internet +" to open up new development opportunities for the industry and increase the profit channels of the club

Due to the development of network technology, the fitness industry has expanded the scope of fitness users and improved the efficiency of the industry, which is transformed from a low efficiency industry to an efficient industry. "Internet +" has opened up new development opportunities for the fitness industry. In the future, "Internet +" will be the biggest development opportunity for the development of martial arts clubs. China's Internet users and active users, a lot of fitness industry because of the development of Internet technology, "Internet + fitness" mode still has a prototype, the use of Internet technology in the field of fitness is in the primary stage, this is the best opportunity to seize the opportunity, the introduction of professional talents, or seek professional institutions of technical support, strengthen the ability of the club to use network resources. According to customer needs, we will create online and offline products with high customer satisfaction, enrich product categories, and enhance diversified profitability, so as to reintegrate offline resources and occupy the online market.

2.6.3.3 With the opportunity of the sinking fitness market, cultivate the middle and high-end customer groups
Aiming at the middle and low-end market, the club products complete the layout of second and third-tier cities earlier than other fitness clubs, and occupy the market earlier. They have a certain membership base, but they also expose the problem of less consumption of middle and high-end products of martial arts clubs. Wushu club products focus on the middle and low end, and the target group is minors, which also causes the club managers only pay attention to the existing consumer groups, but do not develop course products suitable for other groups, resulting in the situation of wushu club consumer groups being too single. Commercial martial arts club has a low product positioning, resulting in consumers 'inherent impression that martial arts products are middle and low-end products. Club managers should strengthen the thinking and motivation of developing middle and high-end commercial products, create middle and high-end courses, and cultivate users' habit of consuming middle and high-end products. Developing and launching middle and high-end products and cultivating middle and high-end customer groups is a feasible direction for the future product adjustment of wushu club, and also a way of thought for wushu club to transform from extensive to refined.

2.6.4 WT stable growth strategy
2.6.4.1 Improve the management level of wushu club to fight against the fierce market competition
In the face of increasingly fierce market competition, the martial arts club managers should improve management ability as soon as possible, improve the club organization and rules and regulations, improve the level of human resource management, retain high quality talents, rich product variety, improve product quality, increase member viscosity, improve the club service level, enhance the comprehensive strength of the club.

2.6.4.2 To create personalized products according to consumer needs
In the face of the growing demand of consumers, martial arts clubs can only try to solve the problems of single product and poor service quality. Members are generally not satisfied with the club course products, which is an urgent problem to be solved by the club. The club should strengthen the human resource management ability, optimize the marketing strategy of the club products, create personalized products and services, and solve the consumption pain points for customers.

2.6.4.3 Try cross-border cooperation to increase the supply of middle and high-end products
Although the martial arts clubs have the problem of insufficient ability in cross-border cooperation, the club managers should try to find opportunities for cross-border cooperation and explore more consumption scenarios. In terms of product supply, we should try to adjust the product market positioning, increase the research and development and launch of middle and high-end products, carry out market promotion, and cultivate the consumption habits of medium and high products of members.

3 Conclusions and Recommendation

3.1 conclusion

Through the status of Guizhou arts club management, COVID-19 after the outbreak of the club management, club organization management, human resource management, infrastructure and equipment management, member management and marketing management of research analysis and data induction, carry out the SWOT analysis, this study concluded that the Guizhou commercial arts club advantages, disadvantages, opportunities, threats are as follows:

3.1.1 strength

The Wushu club organization is simple; the strengthening management does not produce excessive economic expenditure; the development period is short; the professional talent reserve in the market is sufficient; the Wushu club managers have certain advantages in marketing management.

3.1.2 weaknesses

The club lacks the necessary organization; the low management level and lack of professional talents; low utilization of network resources; the single product model and lack of diversified profitability and the consumption habit of middle and high-end products.

3.1.3 opportunities

Policy and legal support; economic policy support; fitness market demand growth momentum; "Internet +" to develop new development opportunities for the industry; and provide new opportunities for fitness market sinking.

3.1.4 threats

Martial arts club management cannot meet the growing demand of consumers; face competition from various other industries and low cross-industry cooperation.

3.1.5 Club development strategy

Through the SWOT analysis, this study presents the following four suggestions:

The SO growth-type strategy：With the help of policy support, improve the management ability of martial arts club; introduce professional and technical talents to enhance the brand effect of the club; introduce professional talents to promote the exploration of online fitness and online sports training; seize the market sinking to provide new opportunities and expand the existing advantages of the club.

The ST multiple-type strategy：Adopt light operation mode to create personalized products and services; quickly improve the management level of the club and increase the competitiveness of the industry; introduce professional talents and expand new development space across borders.

The WO torsion-type strategy：With policy support, improve the organization, introduce talents and strengthen management; seize "Internet +" to develop new development opportunities for the industry, increase the profit channels of clubs, and cultivate the opportunity of fitness market.

WT stable growth strategy：Improve the management level of martial arts club to fight the fierce market competition; create personalized products according to consumer demand; try cross-border cooperation to increase the supply of medium and high-end products.

3.2 Recommendation

Strengthen Wushu club organization management, human resources management, infrastructure and equipment management, member management and marketing management, improve service quality, take the lead in making changes, occupy the first opportunity.

Introduce professional and technical personnel, or seek technical support from professional institutions, enhance the brand effect of the club, expand the existing advantages of the club.

Adopt the light operation mode, to create personalized products and services, to meet the growing needs of customers.

Introduce talents to strengthen management; seize the "Internet +" to explore new development opportunities for the industry, promote the exploration of online fitness, online sports training and other modes, and increase the profit channels of clubs.

Strengthen the thinking and motivation of developing middle and high-end commercial products, create middle and high-end courses, cultivate users' habits of consuming middle and high-end products, and cultivate middle and high-end customer groups.

We should try to find opportunities for cross-border cooperation, replan the martial arts club industry with divergent thinking, broaden the consumer group, attract more people to take martial arts as a form of fitness, and explore more consumption scenes.

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