



Developing Guidelines for the Management of Wushu Private Club in Xi'an City

Yin Yiren¹ and Chanchai Siriphan²

Faculty of Sports Science and Technology, Bangkokthonburi University, Thailand

¹E-mail: 937456959@qq.com, ORCID ID: <https://orcid.org/0009-0003-7890-1394>

²E-mail: siriphan.cs@gmail.com, ORCID ID: <https://orcid.org/0009-0000-9981-655X>

Received 06/05/2025

Revised 17/05/2025

Accepted 23/06/2025

Abstract

Background and Aim: After the COVID-19 pandemic passed, private Wushu clubs still did not recover well due to the lack of funds and costs for improving, publicizing, and hiring personnel used in the work. Therefore, this research objective was to solve the problems and develop the management guidelines that can help private Wushu clubs achieve their objectives in both cultivating quality athletes and seeking business profits.

Materials and Methods: This study was a mixed-method study; it combines quantitative and qualitative research. The sample of this research was from 10 wushu private clubs with a total of 359 people to study the current situation of wushu private clubs' management in Xi'an city. After that, an interview with 5 experts to consult about the draft of the guideline for management of wushu private clubs in Xi'an city from the database on the current situation. The draft of guidelines for the management of wushu private clubs in Xi'an city will be created by the researcher and sent to 9 experts to gain more information to improve the guidelines to make them more valuable by using the focus group method. Finally, verify the guidelines for management of wushu private clubs in Xi'an city by using the connoisseurship method with 7 experts.

Results: 1) On the problem and current situation about the current situation on private wushu club management in Shaanxi province, the average level of problems in planning, organizing, controlling, reliability, responsiveness, assurance, and tangibles components was high ($\bar{X} \geq 3.51$). But the average level of problem on the leading and empathy component was medium ($\bar{X} = 3.50$). 2) There were a total of 64 guidelines for the management of wushu private clubs in Xi'an city. Including 7 guidelines of planning element, 7 guidelines of organizing element, 7 guidelines of leading element, 7 guidelines of controlling element, 8 guidelines of reliability element, 7 guidelines of responsiveness element, 7 guidelines of assurance element, 7 guidelines of empathy element, and 7 guidelines of tangible element.

Conclusion: The guideline to management for a wushu private club in Xi'an city under the POLC management theory and the concept of service quality development (SERVQUAL) was highly feasible, and the approach could be applied and beneficial to the management of private Wushu clubs in Xi'an city.

Keywords: Guideline; Management; Wushu Private Club

Introduction

A private Wushu club is an organization for practicing Wushu. It is a place where learning Wushu and related specialties is the main activity. This kind of training institution generally has no academic requirements and no relevant theoretical knowledge requirements (Zhao Jingjing, 2022). Private Wushu club is a more detailed concept derived from the concept of Wushu club. This concept emphasizes the social nature of the Wushu club, that is, a for-profit organization with an independent legal personality that engages in martial arts operations in society under the law. This study not only considers the profitability of this concept, but also distinguishes it from school Wushu clubs, focusing on its connection with society, to encourage and guide excellent private Wushu clubs to enter campuses, and provide a new attempt to resolve the problems of insufficient teachers, insufficient funds, lack of venues and equipment, and monotonous teaching in schools.

Now, private Wushu clubs have sprung up everywhere and have become independently operated entities (Li Zhaowei, 2021). On the one hand, this change reflects the vigorous development of martial arts clubs in recent years. However, on the other hand, the actual predicament of martial arts clubs in the early stage of development has not been fundamentally changed. In the early stage of development, due to the heavy dependence on martial arts schools and sports colleges, martial arts clubs lack autonomy in business decision-making and lack self-sustaining functions, making it difficult to achieve sustainable and healthy development. Although we cannot deny that some martial arts clubs have been successfully



opened, in the long run, the reality of insufficient subsequent development momentum under the bubble development cannot be ignored. These problems are specifically manifested as: insufficient publicity, lack of management experience, lack of material funds, and an imbalance in the ratio of male and female coaches. Introducing the market operation and management model means adopting enterprise-style management methods and market-oriented business activities without changing the original intention of the General Administration of Sports to establish a sports association. It points out the work direction for the association employees, mobilizes and organizes all association staff to work hard, integrates various resources, coordinates social relations in all aspects of the association, takes development strategies as the core task of the work, and solves how youth sports associations should develop in the medium and long term (Fang Gang, 2010).

After the COVID-19 pandemic passed, private Wushu clubs still did not recover well due to the lack of funds and costs for improving, publicizing, and hiring personnel used in the work. Therefore, this research will create guidelines to solve the problems and guide management guidelines that can help private Wushu clubs achieve their objectives in both cultivating quality athletes and seeking business profits.

Objectives

1. To study of current situation of wushu private club management in Xi'an city.
2. To draft the guidelines for the management Wushu private club in Xi'an city.
3. To verify the guidelines for management wushu private club in Xi'an city.

Literature Review

1. Wushu club management and policy

The "Notice on the Establishment of Youth Sports Clubs" issued by the State Sports General Administration points out: "The units that implement youth sports clubs are new socialized youth sports organizations established through the venues, human resources, and other social sports resources provided by themselves (Hu Xiaomin, 2005). It has the characteristics of socialist public welfare, but also has obvious social and democratic characteristics. It can tolerate and accept all young people, and the membership procedures are quite simple and clear. It is a trend in the development of sports for the future. It is a social organization that can attract more young people to actively participate in physical exercise, develop their personality, and stimulate their interest in participating in sports activities." Wushu is a traditional Chinese martial arts form. Students who choose this sport can not only improve their physical fitness but also cultivate their spirit of hard work and endurance. Therefore, we will have a further comprehensive understanding of this sport.

Creating a good environment for students who learn martial arts is an important aspect of the development of the club. We should also strive to form a good martial arts cultural atmosphere, promote exchanges between students and coaches through daily training, and strengthen scientific teaching and practice in training (Cao Hua, 2009). The development of martial arts in the form of clubs is conducive to its development in the market environment. At the same time, it can further expand the efficiency of resource utilization, which not only reduces the pressure on the government but also enhances the ability of martial arts to develop itself (Xu Chunyi, 2001).

In addition, relevant management departments should also propose reasonable management plans to promote the standardization of clubs and hold timely competitions between clubs to promote exchanges (Chen Wenjie, 2004).

Liang Yudong (2003). In terms of the specific teaching objectives, goals should be set according to the specific situation of each person, and the training content should be more in line with the individual's ability. In terms of club management, the management system should be further improved so that the martial arts association, martial arts clubs, and related club leagues can develop in a coordinated manner. At the



same time, government departments should manage and control at the macro level so that the development of these three can be reasonably constrained (Tian Xuejian, 2007).

2. Private wushu club

A Wushu club refers to a club that uses Wushu routines (including traditional Wushu) and Wushu fighting as its main technical content. It includes training professional athletes to participate in professional competitions and teaching Wushu training courses to the public. It is a form of enterprise that integrates sports and education. According to the main technical content, Wushu clubs can be divided into clubs that focus on Wushu routines, clubs that focus on Wushu fighting, and clubs that combine Wushu routines and Wushu fighting. According to the type of students and the type of activities they participate in, Wushu clubs can be divided into professional clubs and amateur clubs.

Corporate culture is the evolution and concretization of the connotation of culture in corporate organizations (Zhang Huirong, 2014). In a broad sense, corporate culture covers not only the core value level but also the sum of the material civilization, spiritual civilization, and institutional civilization of the enterprise (Wei Huacheng, 2004).

Pang Fei (2016) investigated and analyzed four off-campus martial arts training institutions in Mianyang City, found their existing problems, and proposed corresponding countermeasures. He believed that these training institutions had developed reasonably and satisfactorily in some respects, but there were also many shortcomings. The training facilities and training environment of the training institutions need to be improved, and with the continuous development of the city, it is difficult to expand the venue; the ratio of male and female students is unbalanced, and the loss of students is serious; training institutions are everywhere, and the development of martial arts training institutions is difficult, and there is a shortage of martial arts coaches. It is suggested that by stabilizing economic growth as a prerequisite, multi-party cooperation can be carried out to attract external capital injection to improve the facilities and equipment of martial arts training venues; to establish the internal organizational structure of martial arts training institutions in a targeted manner, and to increase enrollment publicity, operation management and other departments; to actively communicate with other training institutions and learn from their experiences.

Zhang Xin (2018) visited and investigated children's martial arts training institutions in Wuhou District, Chengdu, and found that the recruitment and publicity methods of martial arts training institutions in the area were conservative and too simple, resulting in a serious loss of students and affecting the development of martial arts institutions; secondly, the coaching staff was relatively young, with insufficient teaching experience and a single teaching model, which led to a gradual decrease in students' interest; thirdly, the subjective consciousness of parents was an important reason why children chose to practice martial arts. Most parents had an insufficient or biased understanding of martial arts, which would directly affect the development of martial arts training institutions; finally, there was no reasonable and complete management mechanism within the martial arts training institutions, or there was no corresponding management mechanism, which was also an important factor affecting the development of martial arts training institutions. It is suggested that children's martial arts training institutions should not only focus on improving the teaching skills of coaches, but also "prescribe the right medicine" and formulate corresponding teaching content and teaching models according to the physical and mental characteristics of children to improve their interest in practicing martial arts; martial arts teaching should focus on martial arts education and martial arts etiquette teaching, and coaches as guides should set an example to improve children's ideological and moral qualities; coaches should take the initiative to communicate with parents so that parents can understand and recognize martial arts; children's martial arts training institutions are an important part of the martial arts industry, and the government should formulate corresponding policies for their development and give strong support; finally, it is hoped that martial arts can be promoted and developed vigorously by taking the form of martial arts entering campuses.

At present, the development of private Wushu clubs in Asia is relatively well developed internationally, with Japan and South Korea being the most representative countries (Zhao Huifen, 2010). Similar clubs abroad have one thing in common, namely, they use advanced teaching models and

management concepts, pay more attention to teaching quality, and can accurately identify the target population, meet the requirements of the participants' personality and physical and mental development to the greatest extent and in a more comprehensive manner, and can further tap the potential value of the market through cultural packaging (Zhou Zhimo, 2004).

In summary, although the development of martial arts clubs has long attracted much attention, it is still constrained by many problems, resulting in a lot of room for and necessity for the current model to be optimized. Therefore, researchers need to jointly explore and seize the transformation and development opportunities of martial arts clubs, provide a model orientation that can be used as a reference to solve the existing difficulties, and provide a theoretical basis and practical guidance for further cooperation between martial arts clubs and schools.

Conceptual Framework

The research title “Development of Guidelines to Management of Wushu Private Clubs in Xi’an City” was designed as follows.

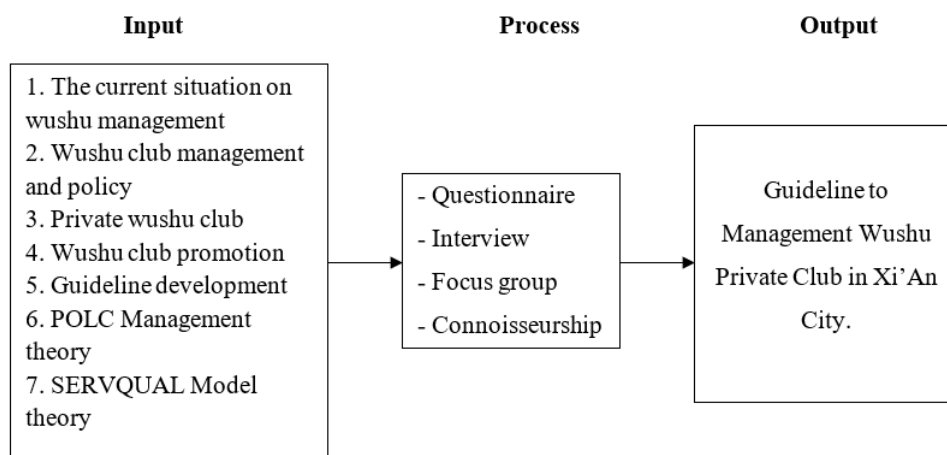


Figure 1 Conceptual Framework

Methodology

Population

In Xi'an city, there were a total of 10 wushu private clubs with a total of 3,236 Wushu club members.

Samples

According to Taro Yamane's schedule, the researcher will use a total sample size of 359 people, and the sample will be selected from each club as table below.

Table 1 The sample size for the questionnaire survey from 10 wushu private clubs.

No.	Club name	Population (people)	Sample (people)
1.	Zhongnan Martial Arts Hall	760	84
2.	Jinsong Martial Arts	683	76
3.	Xin Jingwu Children's Martial Arts	364	40
4.	Xin Jingwu (Beilin District Store)	276	31
5.	Jiwu Children's Martial Arts Club	260	29
6.	Zhengyang Martial Arts	236	26
7.	Taiyi Campus	172	20
8.	Huben Children's Fighting Training Center	165	18
9.	Junru Martial Arts Hall	163	18



No.	Club name	Population (people)	Sample (people)
10.	Ma Chao Martial Arts Sports Center	157	17
	Total	3,236	359

Research participants

Using the purposive sampling method as follows:

1. 3 experts were used to determine the quality of the questionnaire (IOC); they are the wushu private clubs' managers. All the experts will have more than 3 years of experience.

2. 5 experts were used to interview experts to consult about the draft of the guideline for management of Wushu private clubs in Xi'an city from the database on the current situation, including 2 private Wushu club managers, 2 private Wushu club coaches, and 1 private Wushu club employee. All the stakeholders will have more than 5 years of experience.

3. The focus group method will involve a total of 9 experts, including 3 private Wushu club managers, 2 private Wushu club coaches, 2 private Wushu club employees, and 2 organization marketing employees. All the stakeholders will have more than 5 years of experience.

4. Connoisseurship method using 7 experts, including 2 private Wushu club managers, 2 private Wushu club coaches, 1 private Wushu club employee, and 2 organization marketing employees. All the stakeholders will have more than 5 years of experience.

Research Instrument

1. Questionnaire for collecting the data

The questionnaire used to survey the current situation of private wushu club management in Xi'an city would be designed under the application and combination of the POLC (Planning, Organizing, Leading, Controlling) management theory with the concept of service quality development (SERVQUAL). The questionnaire would consist of 2 parts: Part 1: Information on the status of the respondents. Part 2: The Current Situation of wushu private clubs' management in Xi'an City. This part was a 5-level scale questionnaire. Before using the questionnaire, it will be tested for validity by 3 experts, and the IOC value was 0.95 (0.66-1.00), which is considered acceptable. The criteria for the 5-level evaluation scale (Rating Scale) of Part 2 are as follows:

5 means Strongly Disagree.

4 means Disagree.

3 means Neutral.

2 means Agree.

1 means Strongly Agree.

2. In-depth Interviewing form for collecting the data from experts

The interview form to consult about the draft of the guideline for the management of wushu private clubs in Xi'an city. The interview form was an open-ended question under the question of "What should be the guidelines for a management private Wushu club in Xi'an city?". Before using the interview form, it will be tested for validity by 3 experts.

3. Focus group outline

In the focus group method, the researcher will take the draft of the guideline to the management of wushu private clubs in Xi'an city, which has been created based on the data from the questionnaire survey and the expert interviews. The focus group will be held online with 9 experts to provide additional comments on the researcher's developed guideline to gain more information to improve the guideline to make it more valuable. Before using the focus group outline form, it will be tested for validity by 3 experts.

4. Evaluation form for connoisseurship

The researcher would use the guideline for management as an instrument to request advice and evaluation results from 7 experts in the connoisseurship method, which would be divided into two parts: Part 1, written evaluation content, and Part 2, evaluation results in table form, in which each item must have

the agreement of no less than 5 experts. Before using the evaluation form, it will be tested for validity by 3 experts.

Data Collection

1. The questionnaire will be sent to 10 wushu private clubs in Xi'an city; the number of questionnaires sent to each club will be equal to the number of randomly selected samples in each club to understand the current situation of wushu private clubs' management in Xi'an city.

2. Interview 5 experts used to consult about the draft of the guideline for the management of wushu private clubs in Xi'an city.

3. The focus group with 9 experts to provide additional comments on the researcher's developed guideline to gain more information to improve the guideline to make it more valuable.

4. Connoisseurship by 7 experts to verify the guidelines for management of wushu private clubs in Xi'an city by using content analysis.

Data Analysis

1. Evaluate the content validity of the questionnaire and interview form employing the Indexes of Items of Objective Congruence ($IOC \geq 0.6$).

2. Use computer analysis software to collect and organize the data obtained from the questionnaire. (\bar{X} , SD., Percentage).

3. Content analysis for an interview and focus group method

4. Content analysis for the Connoisseurship method.

Results

1. The questionnaire survey results found that the problem and current situation about the management of wushu private clubs in Xi'an city average level of planning, organizing, controlling, reliability, responsiveness, assurance, and tangibles elements, was high ($\bar{X} \geq 3.51$). But the average level of problem on the leading and empathy element was medium ($\bar{X} = 3.50$).

2. The draft of the guideline for management of wushu private clubs in Xi'an city, according to the results of the focus group method under the POLC management theory and the concept of service quality development (SERVQUAL), could be summarized as follows:

Table 2 The draft of guidelines for the management of wushu private clubs in Xi'an city.

No.	Guidelines
Planning	
1	Refine Health-Related Objectives: Connect member health outcomes and enhanced Wushu skills to overall profitability.
2	Incorporate Cost–Benefit Analysis: Evaluate resources and potential returns for each new health-focused or skill-oriented training program.
3	Use Regular Management Meetings: Hold monthly sessions to review budgets, member progress, and operational challenges.
4	Implement Digital Marketing Integration: Apply CRM data to design promotions that highlight Wushu skill advancement and healthy lifestyles.
5	Outline a Clear Business Plan: Set mid- to long-term (3–5 years) goals that balance financial stability with improved health and Wushu proficiency.
6	Set Targets for SLA & Feedback: Aim for consistent response times while capturing input on coaching quality, injury prevention, and skill progression.
7	Prepare for Emergencies and Risk Mitigation: Maintain backup systems, plus contingency plans for injuries or facility-related incidents.
Organizing	
1	Reduce Paperwork: Streamline documentation so staff can dedicate more time to training programs and member health tracking.



No.	Guidelines
2	Adopt a Centralized Scheduling System: Prevent overlapping class bookings, simplify staff coordination, and clarify training sessions.
3	Designate Roles Clearly: Define responsibilities for coaching, health/safety, marketing, and finance to optimize collaboration.
4	Create a Transparent Financial Team: Use accounting software to ensure accurate income/expense records, including specialized Wushu workshops.
5	Set Up a Clear Hierarchy: Assign decision-making for daily operations, such as adjusting training intensity or adding new classes.
6	Implement a Complaint-Resolution Department: Address service or safety concerns quickly, measure resolution times, and record outcomes.
7	Ensure Risk Management Assignments: Assign staff to supervise health screenings, facility safety checks, and ongoing operational continuity.
Leading	
1	Provide Leadership Training: Focus on communication, empathy, and motivation, highlighting guidance for coaches on both performance and member wellness.
2	Delegate Certain Decision-Making: Empower coaches to tailor Wushu drills and conditioning programs for individual skill levels.
3	Communicate Vision and Goals: Emphasize how skilled, healthy members drive the club's reputation and financial success.
4	Encourage Recognition Programs: Reward achievements in skill mastery, competitive success, or health improvements.
5	Host Team-Building Sessions: Strengthen staff unity through group activities that blend Wushu techniques with collaborative problem-solving.
6	Promote Open Dialogue: Maintain monthly or quarterly meetings where staff can discuss member progress, health issues, or new Wushu strategies.
7	Support Innovation in Training: Encourage the adoption of advanced Wushu methods, sports science techniques, and wearable health tech tools.
Controlling	
1	Conduct Monthly Performance Evaluations: Track service quality, member health markers, and Wushu skill development.
2	Use CRM Metrics: Gather data on attendance, feedback, skill progression, and injuries to guide program refinements.
3	Set and Monitor KPIs: Include financial targets, SLA adherence, health outcomes, and Wushu performance metrics (e.g., stance precision).
4	Regular Budget Reviews: Keep finances transparent, ensuring revenue supports facility upkeep, advanced equipment, and quality coaching.
5	Implement Corrective Actions: Address shortfalls in coaching quality, health measures, or skill improvement promptly.
6	Evaluate Risk Management: Review safety protocols, coaching standards, and facility upkeep to prevent injuries or operational disruptions.
7	Keep Documentation Updated: Ensure manuals, SOPs, and safety guidelines reflect the latest training methodologies.
Reliability	
1	Enhance the Class Reservation System: Make it stable, mobile-friendly, and able to manage various Wushu training levels.
2	Keep Manuals Up to Date: Provide staff and members with accurate health guidelines and skill progression tips.



No.	Guidelines
3	Set Service Guidelines and SLAs: Standardize not only operational response times but also Wushu instruction consistency.
4	Regularly Update Schedules & Promotions: Offer diverse classes, from beginner to advanced Wushu, maintaining real-time data across platforms.
5	Use a Unified Membership Database: Track payment, attendance, skill progression, and medical notes for each member.
6	Communicate Service Scope Clearly: Indicate what each membership covers, including health screenings or advanced Wushu workshops.
7	Maintain Accurate Financial Records: Provide transparency for specialized programs like sparring seminars or health/fitness camps.
8	Conduct Periodic Satisfaction Surveys: Validate that members' skill progression and health goals align with the club's promises.
Responsiveness	
1	Set Explicit SLAs: Define response times for general inquiries, health concerns, or training questions.
2	Use Multi-Channel Support: Offer chat, email, phone, and in-person assistance, especially for urgent health or injury-related issues.
3	Train Staff for Quick Problem Solving: Empower them to handle training modifications or first-aid responses immediately.
4	Implement a Real-Time Alert System: Flag time-sensitive complaints (e.g., an injury) for rapid attention.
5	Regularly Evaluate Response Times: Check if the club meets or exceeds SLA targets, especially for health or safety concerns.
6	Offer Immediate Updates: Notify members instantly when classes are rescheduled or a new Wushu clinic is introduced.
7	Introduce a Standby/On-Call Team: Manage peak-hour demands, specialized workshops, or competitions efficiently.
Assurance	
1	Offer Specialized Health Training for Coaches: Include sports medicine basics and Wushu-specific injury prevention.
2	Require Coach Certifications: Ensure they're proficient in modern Wushu techniques and up-to-date safety protocols.
3	Provide Accident & Health Coverage: Reinforce the club's commitment to a safe training environment.
4	Highlight Coach Profiles: Emphasize achievements in advanced Wushu forms, competitive experience, and health expertise.
5	Deliver Ethical & Professional Training: Maintain a strict code of conduct for respectful, skill-oriented instruction.
6	Coordinate with Health Experts: Invite nutritionists, physiotherapists, or TCM specialists to run workshops.
7	Collect Feedback on Safety & Confidence: Measure how members feel about preventing injuries and mastering techniques.
Empathy	
1	Organize Meet-and-Greet Sessions: Provide face-to-face interactions for discussing personal health or Wushu goals.
2	Customize Training Programs: Cater to varied fitness levels (weight loss, advanced routines, competition prep).



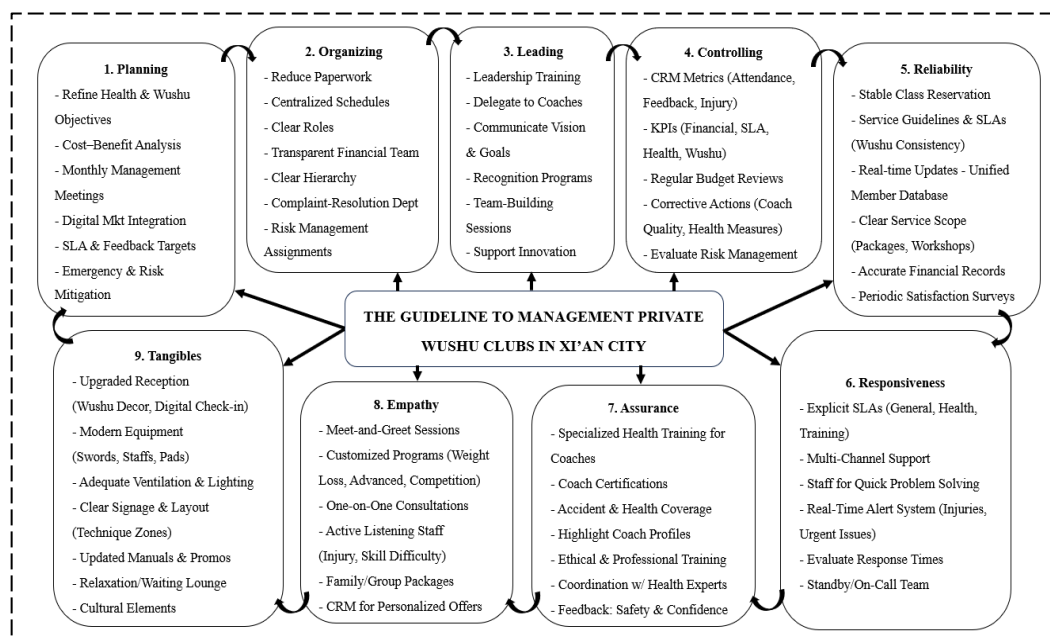
No.	Guidelines
3	Provide One-on-One Consultations: Offer personalized feedback on technique, health, or nutritional plans.
4	Train Staff in Active Listening: Ensure empathy for members' unique challenges, injuries, or skill difficulties.
5	Create Family or Group Packages: Promote a community spirit where members can learn and progress together.
6	Use CRM to Track Individual Preferences: Tailor advanced Wushu classes or rehab sessions for each member's situation.
7	Check Post-Program Satisfaction: Follow up on health improvements, skill gains, and readiness for advanced levels.
Tangibles	
1	Upgrade the Reception Area: Incorporate Wushu-themed decor, clear signage, and digital check-in for a welcoming feel.
2	Maintain Modern Equipment: Keep training gear (pads, swords, staffs) well-kept and sanitized; schedule routine checks.
3	Ensure Proper Ventilation & Lighting: Provide a healthy, safe environment supportive of intense Wushu drills.
4	Establish Clear Signage & Layout: Include zone labels for technique practice, sparring, or cardio training.
5	Display Up-to-Date Manuals & Promotional Materials: Highlight advanced Wushu forms, upcoming seminars, or health guidelines.
6	Set Up a Relaxation/Waiting Lounge: Allow members to cool down, stretch, or chat about training goals.
7	Incorporate Wushu Cultural Elements: Decorate with calligraphy, traditional weapons, or historical facts to celebrate heritage.

Table 2 shows that there was a total of 9 elements of the draft guidelines for the management of wushu private clubs in Xi'an city. Those guidelines were created under the POLC management theory and the concept of service quality development (SERVQUAL). The 9 elements of the draft of guidelines including 7 guidelines of planning element, 7 guidelines of organizing element, 7 guidelines of leading element, 7 guidelines of controlling element, 8 guidelines of reliability element, 7 guidelines of responsiveness element, 7 guidelines of assurance element, 7 guidelines of empathy element, and 7 guidelines of tangible element, a total of 64 guidelines to management wushu private clubs in Xi'An city.

3. After requesting advice and evaluation results from 7 experts could be found all experts agree that the 9 elements (POLC + SERVQUAL) framework, emphasizing health and Wushu skill development, is highly feasible and the approach could be applied and beneficial to the management of private Wushu clubs in Xi'an city.

In the final step, the researcher will create a figure of guideline for the management of private Wushu clubs in Xi'an city that have been confirmed by the 7 experts as follows:

Guideline to management wushu private clubs in Xi'An city



Discussion

On the planning element, there are outstanding management guidelines, including: Link health and Wushu skill goals to the club's profitability, create a clear 3–5-year business plan and define SLA, and gather member feedback. This may be because linking health and Wushu skill outcomes to revenue ensures the club's objectives in member well-being and profitability do not conflict. Having a medium- to long-term business plan keeps everyone aligned on goals and budget. Meanwhile, setting SLAs and feedback channels provides measurable standards to assess and improve performance swiftly. This is consistent with the results of Su Huawei (2012) mentioned that the establishment time and development of children's martial arts training in Yancheng City were relatively slow, the internal mechanism was imperfect, the management was immature, and the curriculum structure was not sound. These problems need to be greatly improved.

On the leading element, there are outstanding management guidelines, including: Conduct leadership training, delegate some decision-making to coaches, and encourage training innovation. This may be because leadership training enhances communication skills and motivation among both management and coaches. Allowing coaches autonomy in daily adjustments fosters agility and efficiency. Meanwhile, promoting innovation, such as integrating sports technology, elevates the overall training quality and uniqueness. Which is consistent with the results of Liu Ai (2021) found that the number of children's sports training institutions in this area has increased year by year, most of which are mainly independent operations, and the quality of training varies; the age composition of coaches is relatively young, which leads to the lack of certain teaching experience for some coaches, and the overall quality of the teaching team is low; most of the managers are from other majors who have switched to the sports training industry and lack certain management experience.

On the reliability element, there are outstanding management guidelines, including: Stabilize and enhance the class reservation system, use a unified member database, and conduct periodic satisfaction surveys. This may be because a robust reservation system builds trust by preventing double bookings or crashes. A unified database centralizes members' attendance, health notes, and payment history for personalized care. Regular surveys help confirm if the club meets members' health and Wushu aspirations.



This is consistent with the results of Ren Qijun and Chai Chunsheng (2011) proposed feasible suggestions for the problems existing in the Wushu Club education of Northwest Agriculture and Forestry University as follows: strengthen the penetration of Wushu culture, improve teaching methods, promote competitions, and gather feedback information from students' cognition, to promote the improvement of Wushu Club education.

On the assurance element, there are outstanding management guidelines, including: Provide specialized health training for coaches, require ongoing coach certification, and offer accident/health insurance coverage. This may be because health-focused coach training underscores the club's commitment to member safety. Regular certification measures uphold modern Wushu techniques and ethical standards. Accident/health insurance ensures confidence in dealing with unexpected incidents. Which is consistent with the results of Yu Hongjian (2007) concluded through the main obstacles and misunderstandings faced by the development of youth Wushu Club that there are inadequate management of the business training system, negligence in selecting talents, lack of professional management and operation talents, etc., and gave reasonable solutions, such as expanding the scope of youth Wushu activities, actively and effectively promoting it, combining theory with practice, and expanding the social contribution of youth Wushu Club based on economic benefits.

On tangible elements, there are outstanding management guidelines, including: Upgrade reception and training areas, keep equipment modern and safe, and integrate Wushu cultural elements. This may be because A well-designed reception area creates a strong first impression, conveying professionalism. Maintaining modern, safe equipment reduces injuries and drives training efficiency. Meanwhile, highlighting Wushu's cultural heritage offers a distinctive, authentic atmosphere. This is consistent with the results of Liang Qichao (2013) mentions that the corporate environment includes the internal environment and the external environment, which also determine the differences in corporate culture between companies. Among them, the external environment mainly refers to the club facilities, and the internal environment is the basis for the formation of corporate culture, which is a presentation of the relationship and atmosphere between people. A martial arts club with a good internal environment is conducive to healthy competition and advantage accumulation within the club.

Recommendations

1. Set clear, measurable Wushu skill-development goals linked directly to membership packages, encouraging members to renew or upgrade, thus increasing club revenue.
2. Offer modern and standardized Wushu training programs combined with premium services such as health consultations or nutritional guidance to attract new customer segments and enhance profitability.
3. Regularly organize internal and inter-club Wushu competitions, actively promoting these events through online media and community networks to attract new clients and build a distinctive brand image.

Recommendations for further research

1. Investigate in-depth factors regarding customer motivations and expectations for selecting private Wushu clubs, aiming to better design services and activities aligned with target groups.
2. Conduct comparative studies of management practices among small, medium, and large Wushu clubs to identify strengths and weaknesses, leading to more tailored and effective management approaches for each club size.

References

- Cao, H. (2009). Analysis of the status of Wushu Sanda development and its sustainable development strategies. *Combat Wushu Science*, 2, 22–33.
- Chen, W. (2014). *Research on the development model of youth sports clubs in mainland China*. Beijing University of Physical Education.



- Fang, G. (2010). Research on the introduction of market operation and management model for national youth sports associations – taking the Guangzhou Institute of Physical Education Youth Sports Association as an example. *Journal of Guangzhou Sport University*, 30(5), 124–125.
- Hu, X. (2005). Leisure and entertainment theory and the development of sports clubs. *Journal of Physical Education*, 3(2), 33–44.
- Li, Z. (2020). Analysis of the development status and operation strategies of martial arts fighting clubs. *Wushu Research*, 5(3), 60–62.
- Liang, Q. (2013). *The new citizen* (新民说). Beijing: Commercial Press. (Original work published 1902)
- Liang, Y. (2003). *Modern Sanda*. Wuhan: Hubei Science and Technology Press.
- Liu, A. (2021). *Research on the current situation and countermeasures of children's sports training institutions in Chengdu Hi-tech Zone*. Chengdu Sports University.
- Pang, F. (2016). *Research on the current situation and countermeasures of the development of youth martial arts training institutions in Mianyang*. Chengdu Institute of Physical Education.
- Ren, Q., & Chai, C. (2011). Research on the teaching of martial arts clubs. *Education and Occupation*, 12, 158–160.
- Su, H. (2012). Investigation and analysis of the current situation of children's martial arts training in Yancheng City. *Journal of Chifeng University (Natural Science Edition)*, 28(24), 161–163.
- Tian, X. (2007). Research on the development strategy of traditional Wushu from a global perspective. *China Sports Science and Technology*, 43(5), 50.
- Wei, H. (2004). *Research on longevity enterprises*. Wuhan: Huazhong University of Science and Technology.
- Xu, C. (2001). *On the club-based development model of Chinese martial arts*. *Journal of Chinese Martial Arts Studies*, 5(2), 45–52.
- Yu, H. (2007). Research on the amateur training system of youth martial arts clubs in Jiangsu Province. *Fighting. Martial Arts Science*, 6, 37–38.
- Zhang, H. (2014). *Research on the influence of corporate culture on enterprise development* [Master's thesis, Henan University of Economics and Law].
- Zhang, X. (2018). *Research on the current situation and countermeasures of children's martial arts training institutions*. Chengdu Sports University.
- Zhao, H. (2010). Comparative study on the operation methods of youth sports clubs in China and Japan. *Culture and Art*, 2, 172–173.
- Zhao, J. (2022). *Research on the development strategy of youth Wushu clubs in Xi'an based on SWOT analysis* (Master's thesis). Xi'an Sport University.
- Zhou, Z. (2004). Theoretical thinking on Chinese martial arts, Sanda going global. *Beijing Sports University Journal of Chinese Medicine*, 27(3), 19–21.