



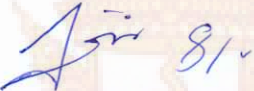
**SUGGESTIONS ON OPTIMIZING THE OPERATION AND
MANAGEMENT MODE OF CHINESE ART TRAINING
INSTITUTIONS KEEPING ABREAST OF THE TIMES**

MR. LONGCHAO ZHAO

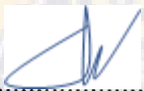
**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
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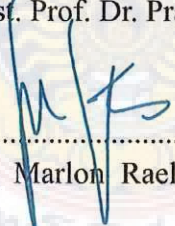
Independent Study ANALYSIS ON THE OPTIMIZATION OF THE BUSINESS
MODEL OF CHINESE ART TRAINING INSTITUTIONS
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independent study as partial fulfillment of the requirement for the degree of
Master of Arts in Human Resource Development and Management**


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ABSTRACT

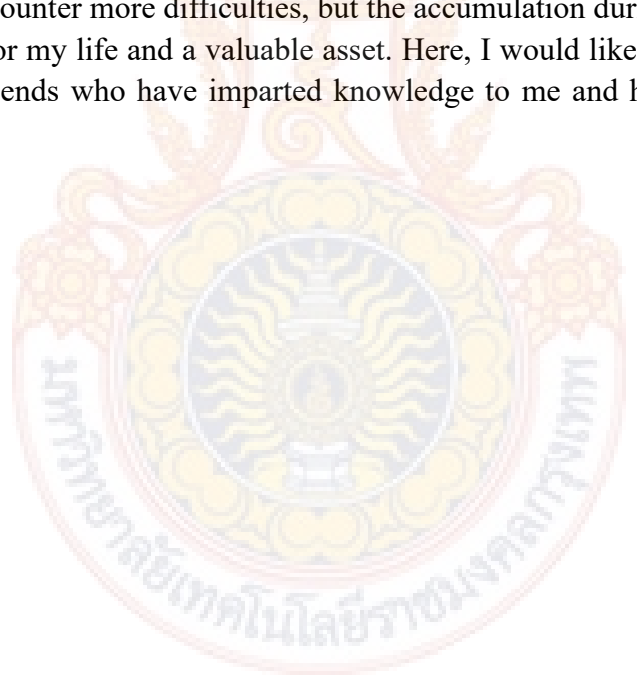
Over recent years, art training has attracted increasingly more attention from parents of students, and art training institutions have been established one after another. Accordingly, it is urgently needed to update the management of such art training institutions, so as to adapt to the rapidly changing market. This study is purposed to identify and analyze the current problems with the management of art training institutions through literature review, interviews, and data analyses, while exploring the optimization plans for the management of such institutions. This study has interviewed 9 art training institutions and consulted the opinions of many experts in the fields of management, sales and IT. Based on the structural equation model (SEM) for path analysis, this study takes the maximum likelihood (ML) estimation to evaluate the CFA framework. Specifically, the criteria used in this framework include comparative fit index (CFI), root mean square residual (RMSR), goodness of fit index (GFI), and adjusted goodness of fit index (AGFI). The research results demonstrate that such factors as self-positioning and site selection, teacher management, enrollment, and risk prevention and control deliver a significant impact on the operation of CFA in art training institutions. It is found that the current management models of the author's country's art training institutions can be optimized in terms of precise positioning, fixed post customization, optimization of enrollment strategies, and systemic risk prevention and control.

Keywords: art training institution, positioning, teachers, enrollment, risk control.

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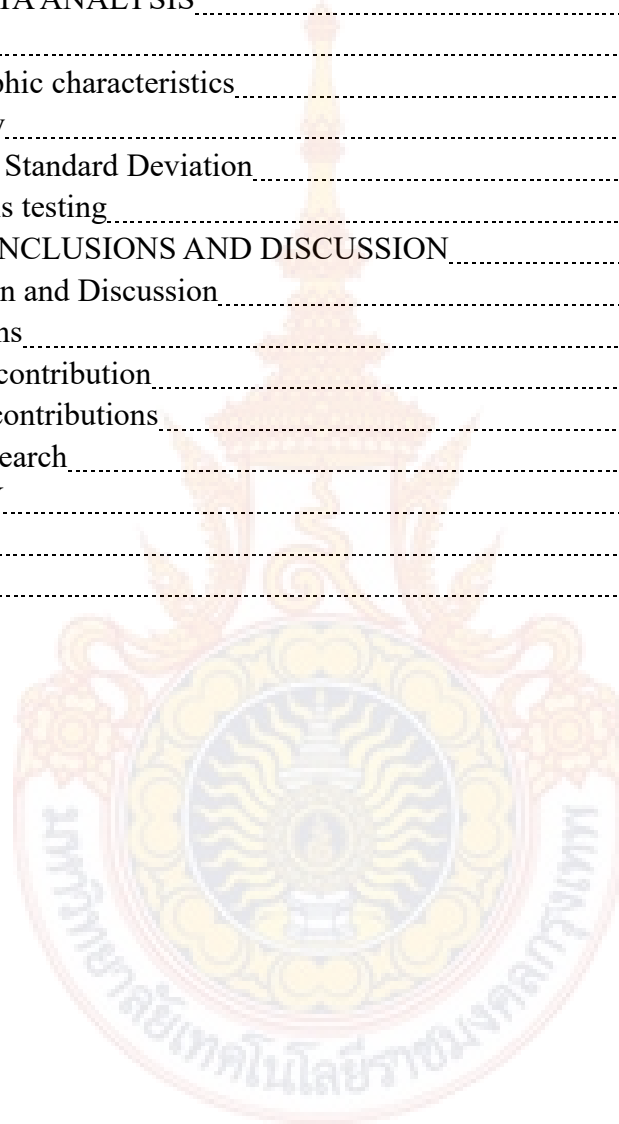


Mr. Longchao Zhao

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CHAPTER 1

INTRODUCTION

1.1 Overview

With the long-term implementation of China's policies of large-scale enrollment for colleges and universities and bonus points for art students, many private art training institutions have seen rapid development. After nearly two decades of fast growth, private art training institutions are entering a transitional period. How to adapt to the features of the times (Flynn, 2020) and facilitate enterprises to become bigger and stronger by using advanced management models has become a common ground for large-scale training institutions. At present, most of the research on private art training institutions is focused on their status quo and problems (Moore et al., 2021). There are few phased summary research results of private art training management innovations' modes under the guidance of the national development policy, and research on development trends and strategy recommendations based on them is even rarer.



Figure 1.1 Chinese dance (by the author)

At present, China's art training market is in a business situation of "big market, small workshop" (Efremenko et al., 2020). To keep sound development of the education and training industry, the state has promulgated a series of rectification and reform plans, which have brought new development impetus to the training industry. And brand building is carried out through multiple channels and measures, so as to highlight its own advantages and improve its competitiveness.

1.2 Description of The Problems

Despite a relatively special industry with broad prospects and great development potentials, art training is encountering many problems. If they are not resolved in time (Flynn, 2020), it is likely that they will affect the healthy development of the industry. First, this study analyzes the current situation and prospects of the domestic art training industry, and then it puts forward corresponding countermeasures and suggestions for the current problems (Moore et al., 2021). China's art training industry is still in its growth stage. For art training institutions, this is an extremely free competition stage. Therefore, every institution has the opportunity to become an industry leader and set a benchmark for the whole industry; and because in a growth stage, it is easy for them to be annexed by excellent companies. In order to win in such an environment, each training company needs to create its own exclusive "weapon" to ensure that it would become invincible in the competition. Based on the current reality, the demand of the entire art training industry market is flexible at high, medium and low levels. So different art training institutions can survive at different levels (Rajan & Navaneethan, 2020). Many training institutions failed largely due to inaccurate market positioning. In other words, they failed to identify market segments suitable for them and did not formulate appropriate promotion strategies.

1.3 The Development Background of Chinese Art Training Institutions

The current situation of the social arts training industry is complicated. The implementation of the country's large-scale enrollment policy for colleges and universities and the improvement in the policy of bonus points for the advancement of art students have led to the rapid development of many private art training institutions (Lobova et al., 2020). It is reported that there are about 400,000 art training institutions nationwide that hold school-running permits that are approved and issued by education departments. However, the actual number is much higher. In addition, some training institutions are improperly managed, their scales are unevenly distributed, and their management model is outdated and monotonous (Ren et al., 2018), thus failing to respond well to the current government policies' requirements as well as the reform of online courses under the influence of the pandemic.

As the state pays more attention to art education, market supervision is also concentrated on art training institutions, some of which have been partially transformed to

obtain policy support and expand their operations (Ren et al., 2018). However, due to the pandemic, the implementation of the non-clustering policy has forced art training institutions to only operate online. So they have to adjust their business models to provide online courses and become prepared to deal with business opportunities in the post-pandemic era (Zheng, 2019).

According to "Report on Market Prospects and Future Investment Strategies of China's Culture and Art Training Industry in 2020-2025" by China Research and Puhua:

Consumption upgrades have boosted residents' expenditure on culture, education and entertainment. In 2012, the expenditure per capita in these fields by urban residents exceeded RMB 2,000 yuan for the first time, and the CAGR (5) of such expenditure from 2008 to 2013 reached 11.1%, higher than the CAGR of the household consumption expenditure in the same period. (5) The growth rate of the latter is 9.9%. The improvement in residents' consumption levels has greatly stimulated art performance activities in the market, with the number of performances repeatedly reaching new highs, growing from 1.35 million in 2012 to 2.108 million in 2015, and the CAGR (3) reached 16.0%. The audience who watched art performances also increased from 63.2 million persons in 2008 to a record high of 95.8 million in 2015, at a CAGR(7) of 6.1%. The enhanced artistic training literacy will further stimulate the residents' demand for artistic training (Xi et al., 2021).

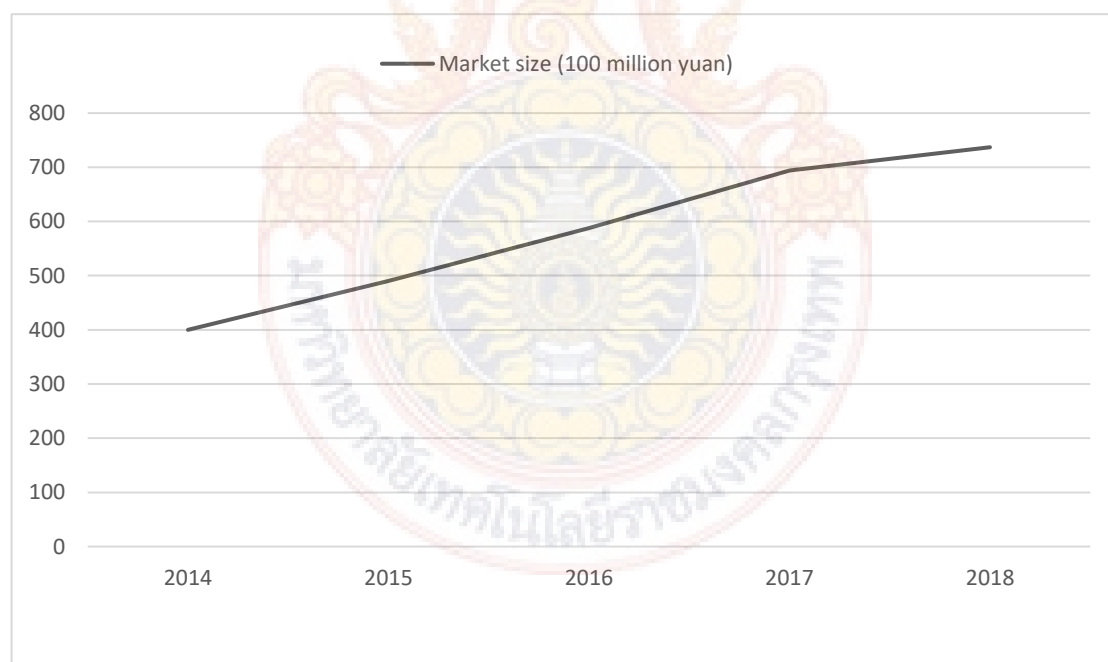


Figure 1.2 Sales of China's art training industry in 2014-2018 (2021)

This graph is extracted from "Research Report on China's Art Training Market Operation and Investment Strategy, 2016-2022," a book by Zhiyan Consulting.

For the art training industry in Beijing, it is currently in a state of saturation (Ren et

al., 2018): the supply of the industry can basically meet the needs of the market, so the sales and scale of the industry are in a state of dynamic equilibrium.

Over recent years, the after-school training market has developed rapidly in China, but it inevitably encounters various problems in its development process. At present, the Ministry of Education conducts special management of off-campus training institutions across the country (Zheng, 2019). Given the off-campus training market has developed based on a more complete industry system, the enterprises that have survived based on “the survival of the fittest” will usher in longer-term operations (Iryhina et al., 2020). According to some preliminary estimates, the average expenditure per capita in out-of-school training in China in 2019 was around 6,500 yuan, and the market size exceeded 400 billion yuan. With the increasingly more off-campus training and costs, the scale of the subsequent off-campus training market will also rapidly expand. After 20 to 30 years of development, the number of students participating in art training is growing year by year (Yuxia, 2019). Beijing, as one of first-tier cities in China, enjoys relatively ample economic resources and high expenditure per capita, which makes Beijing see a very large number of students trained in art every year, and the number of students entering Beijing to take art exams is also hiking year by year, leading to an expanding yearly number of people participating in art training in Beijing (Zheng, 2019). With the steady increase in China's per capita GDP and the announcement of the second-child policy, the scale of basic art education is expected to grow rapidly. At the same time, more and more adults are also participating in art training courses (light training), in order to meet the needs of social, entertainment, and cultivating sentiments. And because Beijing has concentrated the best art universities in the country (Zheng, 2019), the art test “fever” will not dampen based on the current trend. For example, Nortel enrolled 499 students in its undergraduate program in 2017, but the total number of applicants reached more than 38,000 (Fan & Li, 2020). The annual growth rate is a record high of 25.5%. The performance academy is still highly competitive, with more than 8,500 applicants, increased by more than 900 year on year, leading to a registration ratio of 114:1. In addition, the number of applicants for the Chinese Opera in 2017 increased by more than 4,000 compared with that in 2016, reaching more than 36,000, which is the highest number in the school's history. Specifically, there were 6,148 applicants for drama, film and television performances, but only 25 of them would be admitted (Пічкыр, 2020), so the registration ratio reached up to 246:1. In a word, the charm of famous school brands is unstoppable. Every year, a large amount of foreign candidates come to Beijing to take professional art examinations (F. Wu, 2019). Therefore, the art training industry in Beijing in short and medium term is booming (Xi et al., 2021). Furthermore, with the popularization of the Internet, “Internet+” teaching has integrated the advantages of platforms, systems, resources and software, videos, etc. in the field of online teaching (Ren et al., 2018), constantly helping teachers sort out current teaching concepts and change traditional classroom teaching methods, which have greatly improved the teaching literacy; and what is even more exciting is that traditional education and training institutions will also undergo revolutionary changes. The “Internet+” education models not only own a huge room of development, but also become a product of the times. Meanwhile

(Rajan & Navaneethan, 2020), in the era of big data with advanced information technologies, "Internet+" reveals a series of development drawbacks in the art training industry. As a gratifying solution, "Internet+" is undoubtedly an important opportunity for the art training industry to reshuffle.

Whether in the basic education field or the adult art training field (Xi et al., 2021), art education will take advantage of the Internet+ and new information technology to achieve tremendous development in the next few years. Taking brand advantages to make expansion in various fields is not only an inevitable approach for the education and training sub-industry (Yuxia, 2019), but also a development trend for art education and training. So are the art education and training markets, through the integration of certain superior brands for the field's educational resources and nationwide expansions (Ren et al., 2018). In the next five to ten years, the branding pattern of China's education and training industry will become a foregone conclusion. Eventually, it will form a pattern for big brands to divide the market, just as in the home appliance industry and IT industry; and each big brand will continue to expand in its own horizons. Rolling out the standardized and professional operation models across the whole country will also become the future development pattern in China's art education and training industry (Han et al., 2021).

Given the steady increase of China's per capita GDP in the future and the implementation of the second-child policy, the scale of basic art education will be expected to deliver a rapid growth. With the developing economy and rising per capita income, more and more adults have also participated in wide-range art training courses (light training) in order to meet social demands (J. Wang & Chen, 2020), engage in entertainments, and cultivate sentiments. Art education (emphasis on education) is still the mainstay of the art training industry. In the transition stage from a manufacturing-oriented economy to a service-oriented economy, China sees its employment structure changing accordingly with the shifts in its industrial structure. Compared with the original employment structure, the proportion of the tertiary industry has increased significantly so far. Thus, there will be a high demand for art talents, which in turn will drive the development of the art training industry. As the market's demand for artistic talents continues to increase, the scale of art examinations for enrollments has been expanding over recent years (Rajan & Navaneethan, 2020), with an increased proportion of enrolled students year by year. Over recent years, the scale of art enrollment examinations has continued to expand, and the "art examination fever" has created a stable and lasting rigid training demand. To sum up, the prospect of children's art training classes is still very good. Especially, due to the impact of the pandemic, many irregular personal training classes or poorly managed training institutions have closed down, forming a huge market shortage. Those who make big things often take advantage of such situations. At this time, they choose to join a professional children's art education brand, with the headquarters supporting professional children's art training classes, forming a good investment choice (F. Wu, 2019).

At present, the number of children aged 0-15 in China has exceeded 240 million, so the base is massively huge. At the same time, the full implementation of the second-child policy has brought the birth rate to 12.43% in 2017, and the children group has gradually become

the main force of education consumption. Meanwhile, the "post-1980s and 1990s" parents have gradually become the main parent group participating in children's art training. These generation of parents not only value their children's exam-oriented education, but also their children's quality education, especially art education, hoping that through art education, they can cultivate their children's sentiment, temper their will, and enhance their temperament (Hanata Putri et al., 2021).



Fig.

Figure 1.3 Art training (by author)

In the meanwhile, China's per capita expenditure on education and entertainment has maintained a growth trend, reaching 2,271 yuan in 2018. Especially, the growth rate of expenditures in education and culture by urban residents across the country is far greater than that of total consumption expenditures. Generally, education expenditure has maintained a growth rate of more than 10% over recent years, and education consumption has become the most important part of household consumption. Driven by consumption upgrades, domestic art talent shows are becoming popular day by day. At present, most of the protagonists of art talent shows are children and young people. So these developments have spawned the art education market from another aspect. With more and more art performances accepted by the people, the society is influenced by art education more deeply, further stimulating the demand for art training (Rajan & Navaneethan, 2020).

Generally speaking, there are a large number of children's art training institutions in China, and its market scale is continuing to expand at an industry growth rate of about 10%. However, there is no leading enterprise with large market shares, indicating that the industry is still in its early growth stage and has not entered the mature stage (Yuxia, 2019).

With the implementation of the second-child policy and the continuous increase in the number of children aged 0-15, the children's art training market still owns great potentials. And it is still a good time to enter the growing children's art training industry (Hanata Putri et al., 2021)!

Art training is one of the important contents of quality education. But many families do not pay enough attention to it. Firstly, they are restricted by their economic capabilities; and secondly, they are facing the pressure of entering a higher education level under the background of exam-oriented education. Nevertheless (Moore et al., 2021), the current art education courses provided in primary and secondary schools are still far from meeting the needs of parents. The inclusion of art and music in the senior high school entrance examination has made it clear that the target group is junior high school students (Yuxia, 2019). Therefore, how to successfully pass the high school entrance examination for art has become a priority that many families have to consider and solve. Some parents with foresights have already begun to consciously cultivate their children's artistic ability at the elementary level, with some directly send their children to art training classes for this purpose. The promulgation of the art related policy for the high school entrance examination has created a rigid demand in the art training market from primary and secondary school students (Sandford et al., 2021). For the institutions that do not have the strength to provide training for art college entrance examination, art training for children becomes another development direction. Over recent years, art training institutions are booming in China, with most of them located in first-tier cities and provincial capitals (J. Wang & Chen, 2020). In general, the industry competition is fierce, and there is a lack of large-scale training institutions with both big scales and good reputations, such as New Oriental and Good Future. The entire art training market is mostly supported by local art schools, which have the characteristics of low thresholds, small scales, weak supervision, and fierce competition. So there is a prominent phenomenon of “small workshops in large markets”, resulting in low market concentration and access. The cost of student resources remains high; and a chaotic and disorderly market competition exists. In the guise of helping candidates to pass art tests, some institutions are engaged with chaotic propaganda, disorderly classes, and arbitrary fees. In relative lack of actual management ability, the performance of teachers and teaching levels are also uneven. After 20 to 30 years of development, the number of students participating in art training is growing every year (Pan et al., 2021). Especially, as a first-tier city in China, Beijing has relatively ample economic resources and high per capita expenditures, facilitating Beijing population to participate in art events. With a massive amount of students trained, the number of students entering Beijing to take art exams is increasing year by year, so is the number of people participating in art training there.

1.4 Research Questions and The Significance of The Research Objects

1.4.1 Research questions

RQ 1. How to optimize the operation and management of art training institutions in terms of their own positioning?

RQ 2. How to address the current teacher management problems in Chinese art training institutions?

RQ 3. How to deal with the current enrollment dilemma faced by Chinese art training institutions?

RQ 4. How to enhance the current management model of art training institutions in terms of risk prevention and control?

1.4.2 Research objectives

1. Propose methods to optimize the current position of art training institutions;
2. Propose methods to optimize the management of teachers in the current art training institutions;
3. Propose methods to optimize the enrollment strategies of the current art training institutions;
4. Propose methods to optimize the risk prevention and control by the current art training institutions.

1.4.3 Significance of this study

By adopting qualitative research methods and obtaining data through reference materials and on-site interviews, this study will explore the improvements that Chinese art training institutions can make in terms of service positioning, teacher management, enrollment, and risk prevention and control (Errázuriz-Larraín & Fernandois-Schmutzer, 2020). The daily operation and registration process of art training institutions are different from that of traditional cultural disciplines. Therefore, in such process, the operation and management methodologies of some cultural training institutions should not be copied; rather, innovations should be made. Otherwise, it will not only bring additional costs and expenditures to the training institutions, but even deliver more terrifying outcomes, because they will not be able to obtain the ideal market return. This study provides reform directions for various training institutions by exploring optimization means for the current business models of art training institutions (Sandford et al., 2021).

The significance of art in education has overturned a popular view: art is the basic source of comfort for the soul and a decorative activity, while art education is outside the core education subjects. However, those subjects that are conducive to improving the level of education can benefit from art. It can even be argued that art can influence the teaching modes of other academic subjects. In fact, nowadays, many educations are based on another assumption (Xi et al., 2021): successful teaching means that a class would give the same unique standard answer, which lies in course guides, textbooks or teachers' minds. In Chinese cultural environment, the purpose of education is to force everyone to move

towards the same destination and eventually reach approximately the same conclusions. Art tells children that personal characteristics are very important and the answers and solutions to a question are not necessarily the same exactly. In the field of art, for example, the same sheet of music can be rendered in different performance styles, while the same painting or sculpture can have different expressions and the same dance can have different choreographies (Maltsev et al., 2020); similarly, the renderings of people or scenes in the same poem can also be different. Diversity and variability becomes the core of art, the enlightenment that education can get from art, and the guidance that children can acquire by participating in art education.

Another enlightenment that education can obtain from art is the importance of expressions of content (Jiang et al., 2020). Also in Chinese cultural context, there is always a tendency to clearly distinguish contents from their forms. For example, "what to say" is the content, but "how to say" is the form. The two seem very obviously different. However, "what to say" and "how to say" cannot be clearly distinguished, since forms and contents are interlinked. The expressions of content also create its connotation, so forms can also become content. Actors, poets, painters and musicians all know this idea very well and have created certain description of historical events. Tendency affects readers' views on events that have been rendered. The interconnection between contents and forms is the basic insight that art displays. This case is not limited to the field of art, but may appear in all activities that humans engage in. Such kinds of inter-connections are particularly important for children, who learn from languages to stand alone (Fernandez et al., 2021).

Other enlightenments that art bring to education may include imagination, refinement, and use of emotion. In the field of art, imagination empowers the right to fly, while in most academic fields, authenticity establishes absolute authority. However, little attention has been paid to imagination. In fact, creative learning depends on imagination, not to mention the joy that the imagination process would grant to people. Schools often repeatedly emphasize authenticity, accuracy, linearity, and specificity, but generally underestimate and downplay the characteristic imagination process in the cognition of preschool children and even elementary school students (Sandford et al., 2021). Schools often fail to well cultivate the human ability that is absolutely central to human's cultural development. From the aesthetic point of view, the development of imagination and the refinement of emotions are not trivial. Encouraging children to use their imagination means helping them understand the world from other perspectives. This is clearly what scientists and artists do: recognize the nature of things, imagine their possible changes, and continue their imagination based on their knowledge, professional skills, and feelings.

Another revelation that education can acquire from art is that God exists in the connection of all things (Yuxia, 2019). Human's ability to get in touch with different forms of artistic expressions depends on artists' understanding and re-creation of this connection. The question of how one form of artistic expressions is related to another is so important that artists need to spend years and years perfecting this relationship in their works. Is a certain area, is the picture too bold, is the color too bright, is that area too fine, should the strokes here be sharper or softer, are the changes in the picture enough, or is it too rigid?

Such questions require each individual to survey from the relationship between different forms of things, so as to avoid confining their eyes to a corner and understand how a large number of forms are integrated into a whole.

Another enlightenment that art grants to education is the idea that it is important to spend time savoring the experience you seek. Experience is not so much acquired as it is actively created, because experience, as a medium of education, is a process of creation in a way that people participate in all aspects of the world they care about. If art education has any enlightenment, the focus is to pay attention to the things around us and slow down perception, so as to place efficiency in the secondary position, while putting the pursuit of experience in the dominant position. Many things in life drive us to pursue short-term, hasty, efficient, and eager success (Mishina et al., 2020). On the opposite side, art requires careful tasting, which is not limited to art, but can also be applied in other areas, such as the testing of ideas, the ways in which ideas are manipulated and used, the forms the ideas take, and the possible results. Whether in the abstract form of what we call mathematics or the qualitative form of visual art, concepts will always have a fascinating existence, but only with a dedicated and enterprising mind, may we experience it as a beautiful thing. Arts that merely rely on existence are not enough to achieve these results in the way suggested by this study. There is a trend of eagerness in our culture. Visitors in museums only spend a few seconds on average glimpsing a piece of work. Most of the trips are on the run, at least when they view things while walking (Yuxia, 2019).

Art education is actually a comprehensive and systematic education. Children should develop in an all-round way from their early days. Not only should they receive compulsory exam-oriented education, but shall also combine their learning together. Early childhood years are the period when their artistic talents begin to be expressed. Therefore, art education for children has a multiplier effect. In foreign countries with advanced art education concepts, they are very concerned about children's understanding and experience of art since childhood (Zakharkiv, 2020). For example, in the United States, art education is as important as other disciplines. In its "National Standards for Art Education", art is identified for the first time as the core discipline of basic education. Art courses are placed in the same status as other disciplines, and this practice has attracted the attention of global education colleagues. It has also proved that art education takes an extremely important position with indispensable content. Through art education, the basic knowledge of art can be popularized, just like colors, which can facilitate people to perceive the vivid world and improve their artistic accomplishments (Lafuente et al., 2021). Nowadays, art is omnipresent in the society. However, if humans want to integrate themselves with this art society, they have to master certain knowledge principles and continuously and consciously appreciate and improve their aesthetic ability, so that they can boost their ideological levels. In this way, they can truly enjoy the feelings of art. Art education can develop people's creativity and imagination. As a kind of high-level spiritual activities, art practice can drive the brain to run wildly, which would broaden one's thinking and improve one's imagination. Einstein believed that "imagination is more important than knowledge." In the early years, it was the Chinese who could only imitate due to lack of the ability to innovate. This is

because China neglected art education and blindly sought examination-oriented education to find out "talents", who will only do what others will do. China should learn more about the education systems of Japan and Germany (Ren et al., 2018). For example, German school art education encourages students to create themselves, and art education classrooms in many schools are similar to workshops. In addition, the achievements of students' artistic activities do not impose a high level. So students are very happy to participate in these activities, because they do not need to worry about test results. Such activities act as a platform for experiencing aesthetics, venting emotions, highlighting their individuality, and exerting their talents. Japanese music and art leverage each other's methods, so Japanese art education are very diverse. And in an art appreciation class of a middle school in Japan, teachers may ask students to draw a picture (She & Xu, 2021) to depict a small creek; across the creek, there is a church, with sun shines sparkling through the mist on the stream. Then the students may discuss in groups, concluding that a violin in the high range can be used to express haze and waves and the chorus of chants can be used to represent the church (Gózdź, 2021). While students try to randomly play according to these insights and prompts, teachers can cultivate students' creative ability in interactive induction teaching. Based on these examples (Torres, 2020), China should transition to quality education, so as to comprehensively improve the overall quality of students. With better implementation of art education, children can learn and grow happily, understanding how to appreciate the world, cultivate tastes, release their natures, and form perfect personality and mind. There is a standard that can be followed and quantified for the success of art education (Lobova et al., 2020). Many parents have seen "hope" and want to cultivate their children into "art specialties." This means that he or she will be taken care of in the harsh competition for further education. On the surface, the cultivation of artistic specialties seems to be a great emphasis on artistic talents. It is undeniable that, in a sense, it does protect individual artistic talents. But a fact that cannot be ignored is: most of artistic talents are cultivated artificially (J. Wang & Chen, 2020), and there are certain quantitative standards for measuring artistic talents -- grade examination (Werner et al., 2021). In other words, the higher the level taken by a student in a certain category, the higher his/her artistic level. This reflection on art education shows that it seems that we are facing professional students who specialize in art; in a sense, however, we blindly quantify art learning and examinations by emphasizing skills, but we ignore the heart of art students (Errázuriz-Larraín & Fernandois-Schmutzer, 2020). Over time, when we deviate from the nature of art, it is not only difficult to cultivate masters who are familiar with the human hearts and can express life emotions, but we are unable to cultivate people with sound personality. This is a true sadness with education, as indicated by Indian poet Tagore: "The ultimate goal of education should be to convey the breath of life to people." Art education should keep this point in mind.

1.5 Research Scope

This study expects to pay attention to the management models of Chinese art training institutions, mainly in Beijing.

The interview questionnaire is designed based on on-site interviews. The interviewees include heads, marketing specialists, principals, and vice principals from 9 art training institutions. It is ensured that the interviewees understand the market situation and hold certain constructive opinions. The institutions surveyed include Beijing Zhongyi Training Center, Shuimuyuan Studio, Danish Education, Jinbo Education, Shengmei Art Academy, Fenghua Guoyun Art Examination Center, Mars Education, Xiduo Ballet School, and Beiwu Xingkong.

1.6 Research Methodology

Qualitative research is purposed to obtain keen insights by exploring problems, understanding event phenomena, analyzing human behavior and opinions, and answering questions (Seo & Seo, 2021). Researchers use this method to define or deal with problems. As a research method based on a group of small-scale and carefully selected individuals, it does not require statistical significance. Rather, with researcher's experience, sensitivity and relevant technology, it can effectively get insights into the behavior and motivation of the research objects and their possible impact (Li et al., 2021). Therefore, this study will use qualitative research to optimize the business models of art training institutions. Through interviews with relevant staff, this study can understand certain market conditions, analyze the problems with the current business models of art training institutions, and propose specific solutions to the problems face by such institutions. The optimization provides a reference (Flynn, 2020).

At present, the main methods of market research include qualitative research and quantitative research (Yegorova & Savinov, 2020). It is not difficult to observe literally that the so-called qualitative research refers to a method of conducting research in nature, while the quantitative research is a method of conducting research in terms of quantity. As a way for researchers to define or deal with problems, qualitative research can be used as a market research method to reveal the nature of things. In Layman's terms, it is an in-depth study on consumers' opinions, with further exploration of the reasons why consumers act one way or another. If quantitative research is to solve the "what" problem, then qualitative research will solve the "why" problem. Qualitative research is a scientific means to determine the essential attributes of things, so it is one of the basic steps and basic methods of scientific research (Nguyen, 2020). With observation, experiment and analysis, it investigates whether a research object has certain attributes or characteristics and whether there is a relationship between them. Since it only requires an answer to the nature of a research object, it is called qualitative research. Researchers can use such methods as historical review, literature analysis, interviews (Güneş et al., 2020), observations and participation experience to collect information in a natural situation, and then take non-quantitative methods to analyze them and obtain research conclusions. Qualitative research emphasizes meaning, experience (usually oral description), description, etc.

The argument of this study is very suitable for qualitative research. Through on-site

interviews and reviews of previous literature (Mohd Jelani et al., 2020), instructive suggestions are drawn about the contemporary art training institutions.



CHAPTER 2

LITERATURE REVIEW

At present, the research on the management methods of art training institutions by Chinese academia is relatively mature. However, with the development of the times, outdated management methods and optimization schemes are no longer suitable for current art training institutions (Yegorova & Savinov, 2020). The literature can help understand the current difficulties faced by Chinese art training institutions and propose new optimization plans compatible with the development of the times (Flynn, 2020).

After reviewing 26 relevant papers at home and abroad, this study gets an in-depth understanding of the current difficulties faced by art training institutions, identifies the following problems with the management of art training institutions in China, and clarifies the research direction of this study, while offering certain references for the research in this field.

2.1 The Concept of Management Model of Art Training Institutions

2.1.1 Operation and management model

A management model is a set of specific management-related concepts, content, tools, procedures and systems (Seo & Seo, 2021), as well as management methodology systems designed on the basis of management humanity assumptions. Such models are repeatedly applied by enterprises to make them conscious in their operation (Sandford et al., 2021). It states management rules to be complied with (Efremenko et al., 2020). Real and modern management must be carried out through management models. Management models are constructed under the guidance of management concepts, forming a management behavior system structure composed of methods, models, systems, tools and procedures for management. Entrepreneurship management modes are symmetrical to the second entrepreneurial period of mankind. They are management modes that take knowledge management as the leading element and opportunity management as the core (Seo & Seo, 2021).

2.1.2 Art training institutions

Training institutions refer to the private organizations for the purpose of improving ability, cultivating skills and knowledge, providing certification training, etc. (Torres, 2020). Education and training institutions need to meet requirements in terms of venues and teachers (Mishina et al., 2020). Their business scope covers language arts, film and television performances, vocal music, instrumental music, dance training, etc. The ultimate goal of art training is art examination, which is an early admission test for art majors organized by art colleges (Zakharkiv, 2020). Different from the traditional college entrance

examination models, are test is an entrance exam independently organized by colleges and universities, usually held one week before the college entrance examination (Zakharkiv, 2020). Candidates independently choose the colleges and majors to apply for, and then go to the schools or test centers established by the schools at the specified time to take their art pre-enrollment examination (Nguyen, 2020). After getting the art test certificates, they can take the local general college entrance examinations in the same year. And they will be eligible for admission only after their scores reach the art standards set up by their apply-for colleges (Yuxia, 2019).

2.1.3 The structural equation modeling (SEM)

Structural equation modeling (SEM) refers to structural analysis, covariance and structural correlation analysis. It is widely used to investigate the relationship between observable and latent variables (Bentler & Peter, 1990). In many cases, structural equation modeling has become an important statistical tool for pinpointing the relationship between potential structures and observed indicators. Widely used in market research, SEM is purposed to check whether a presented model matches the data and a measurement model can examine the relationship between underlying structures and observable indicators. In addition, a structural model captures the relationship between endogenous variables and exogenous variables. (J. F. Hair et al., 2012). Based on the research content and variables, this study is suitable for investigation and analysis by using SEM.

2.2 The Current Status of Business Management Models

According to Dr. Zheng, management plans of art training institutions have to be continuously optimized to keep pace with the times, because outdated management methods and their inadaptability to the times will cause the system to lag behind and make it difficult to play its due roles (Zheng, 2019). The research on the operation and management of art training institutions can provide effective references for relevant institutions to ensure that they will not cross a river by feeling the stones, since they will get documents to test, theories to follow, and models to learn. In actual operations, it is also necessary for each institution to make appropriate adjustments in light of its own circumstances.

As noted by Dr. Fan and Dr. Li, the daily operation and registration of Chinese art training institutions are different from those of traditional cultural disciplines (Fan & Li, 2020). After market surveys and analyses of art training institutions, Dr. Ruan finds that frequent talent flows, insufficient teaching innovation, and single sources of funds are the outstanding problems faced by Chinese art training institutions (Nguyen, 2020). In the support of national policies, the training market usually meet broad and strong market demands and other opportunities, but it also faces challenges, such as fierce competition for students and the impact of online education on the market (Pan et al., 2021). To address these problems, Chinese art training institutions shall, based on their own development,

form a brand pattern and explore a chain of brand projects. Vocal health is taught in various forms and at different levels by undergraduate training programs. Besides, innovative education methods should highlight brand differentiation; introduce advanced international concepts; establish strategic alliances; strengthen learning mechanisms and stabilize teachers; explore online teaching models for diversified training channels; and strengthen brand construction through multi-channel publicities and brand awareness campaigns (Pan et al., 2021).

Dr. Gózdź finds out certain problems with the management models of Chinese art training institutions at the emergence stage, as well as rooms for optimization and improvement (Gózdź, 2021). First of all, they must adapt to the market by doing a good job in market research and market feedback; and then, they can conduct data analyses and identify market needs and audience groups. Only by keeping up with the market changes, can their profitability and long-term development be guaranteed (Seo & Seo, 2021). In addition, it is necessary to pinpoint and solve issues with personnel flows and costs, so as to ensure the smooth operation of organizations. At present, there is a much high turnover of personnel in this industry. By raising salaries, this industry may keep the personnel flow in a controllable range without affecting its smooth operation. At the same time, the salary for relatively unstable interns can be reduced to control the unstable expenses. Finally, attention must be paid to brand building and risk control (Sandford et al., 2021); and the industry shall accurately locate its target groups, clarify its core competitiveness, promote brand building, expand enrollments through brand effects, make organizations bigger and stronger, and draw more capital for faster development. It is necessary to maintain a sense of crisis, ensure the continuous flow of institutional funds, keep up with the market, comply with Chinese policies, and minimize losses during major policy changes or critical operations (Yuxia, 2019).

In an overview of Chinese art training institutions, Yang Fuqing, Dong Yan, Zhang Junyu and Han Jing mentioned that, due to the late launch of art training and education in China, most of the management personnel at art training institutions are groping for the status of schools without sound theoretical support. Therefore, they have paid a heavy price in site selection and leasing, personnel recruitment and training, registration, management, teaching methods, etc. (Iryhina et al., 2020).

Many principals often fail to understand what to do when they manage their institutions. As a result, they simply apply in their schools the management models they find on the Internet, often leading to unhealthy work moods of their employees; in fact, the principals have no choice but to apply the management models retrieved on the Internet (Yuxia, 2019). Then they make some amendments and frequently change the institutional systems and regulations, delivering huge negative effect on the development of institutions. If such measures are forcibly implemented, they will inevitably produce counterproductive effects (Yegorova & Savinov, 2020).

2.3 Current Operating Problems of Art Training Institutions

Through reviewing literature and making interviews, this study finds that previous researches have summed up several major problems encountered in the operation of art training institutions.

2.3.1 Problem with positioning

Unreasonable positioning means that an institution has no goals and crosses a river by feeling the stones (N. Wang, 2017). For example, it may blindly expand the scale and set up more majors and more branch schools, or make more effort but with less rewards. At present, art training and education in many regions are still in an early stage of development, with a "large and comprehensive" development model adopted. But overall, this industry is highly competitive, "professional and refined", like a retail industry. Its development process is the same as "Department Store-Monopoly".

To a certain extent, positioning is a kind of trade-off. Just like a person and a business, the institutions have to know how to make a trade-off, since if you want to grasp everything, you won't get anything in the end. Especially, in today's increasingly fierce competition, if enterprises don't know how to choose and give up, to concentrate limited resources in a subdivision and to strengthen your own competitiveness, survival will become an issue, not to mention development (Yuxia, 2019). Positioning is not only an issue for companies, but also for people. They shall find a field that they like or excel at. After decades of hard work, even if you can't become an expert, you will get more professional than others. This is your value. Therefore, good positioning cannot only make the target more distinct (Yuxia, 2019), but also generate outstanding characteristics. Once the market is impressed, many derivative products can be released again from the positioning point.

2.3.2 Issues in teacher management

First, due to the extreme shortage of art teacher resources, many institutions cannot really find the best talents in their recruitment processes. Xi, Bao, Wang, Rui Cai, Ying Hao Lu, Tao Wang and Shuo (Xi et al., 2021) mentioned that organizations are often dissatisfied with the candidate teachers in interviews, but have to hire them reluctantly. In this way, many problems will inevitably arise in the future management (Maltsev et al., 2020), because after a certain period of time, the teachers hired may resign or be fired, and the institutions must rush to recruit again, thus forming a vicious circle and falling into the quagmire of management.

Furthermore, due to the difficulty in recruiting talents and the impact of frequent teacher replacements on students, many teachers may feel self-righteous and think that despite their poor performance, the employers cannot dismiss them easily (She & Xu, 2021).

Not just teachers may determine the quality of a school. The sources of students, the resources owned by it, the design and implementation of its system, etc., all have a huge impact on students. Many art training institutions have lost some of their "long-term

employees", because they are not bound by the "system" (Xi et al., 2021). This kind of active or passive resignation is the least harmful to institutions and students, because institutions have more time to make the next work arrangements or find suitable teachers to take over the tasks of the leaving teachers (Errázuriz-Larraín & Fernandois-Schmutzer, 2020), so as to ensure a smooth transition. In this way, children's minds are also easy to maintain integrity, from the beginning to the end. However, resignation during a semester will have a relatively greater impact on the schedules of institutions and their students (Yuxia, 2019). Nevertheless, "Impermanence" is the normal state of life (Yuxia, 2019).

Therefore, when encountering this kind of "impermanence" issues, what an organization can do is to try its best to find the most suitable teachers for the course and shorten the children's adaptation period. If the school can find a teacher better than the original one in a short term, it will be not bad for the long-term development of the children after the adjustment period (Errázuriz-Larraín & Fernandois-Schmutzer, 2020).

2.3.3 Admission issues

First, in the process of recruiting new students, various training courses and art training institutions are mixed. To deal with false advertisements and vicious competition, large investment and high energy has to be committed in recruiting students, but often with little effect (Gózdź, 2021).

Then, schools may lack their own characteristics and core competitiveness in market.

Finally, poor teaching quality, reputation, management and other factors may lead to instability in the existing students. Gao Yingjie has pointed out that students often suspend or transfer after a few semesters, leading to loss of students and a vicious circle of constant enrollment and loss. Finally, the number of students is high, but it's hard to make breakthroughs (Ren et al., 2018).

The source of students for education and training institutions is entirely market-oriented under independent enrollment. Yan Shuang finds that the admission of new students and the stability of the existing students have troubled many schools, while directly affecting the salary of employees and the growth of organizations (F. Wu, 2019).

There is a jargon of "Buy and never sell fine". It means that if you are not an insider, you will never know how deep the water is in an industry. Low-price competition will disrupt the normal industry order. No matter what kind of training, there will always be lower price training. No matter how low the price given by downstream users, someone will always take the order. From a production point of view, such a price may not guarantee the profit margin at all (Stefanelli et al., 2020). Therefore, if they can do it, they must cut corners in terms of service and efficiency. So in the long run, the healthy development of the industry will inevitably be threatened, and the development of Chinese art education will definitely be dragged down.

2.3.4 Risk prevention and control

At present, China's art training institutions are generally small in scale, lacking a comprehensive risk prevention and control system for such risks as personal injury accidents of students, quality of education services, compliance with laws and regulations, employment risk, etc.

2.4 Summary of Literature Review

Table 2.1 Summary of literature review

No.	Title	Author	Variables	Objective
1	Inheritance and Development of Traditional Art Spirit in Contemporary Art Education	(Zheng, 2019)	Education method, Educational means, Training Courses, Generation.	Art teaching, Development, Inheritance, Preschool education, Traditional art.
2	Study of Education and Training Mechanism of China-ASEAN Cross-cultural Communication and Media Professionals	(N. Wang, 2017)	Cultural category, Training methods, Training focus, Cultural differences.	Cross-cultural communication, Education and training mechanism, Factors, Functional integration, Media professionals, The quality education and training, Facilitators
3	On the cultivation of creative thinking in children's art training education	(Pan et al., 2021)	Cultivation of innovative thinking, Child education, Personality characteristics, Teach students in accordance with their aptitudes.	Innovative thinking development, Staged education, Personality, Traits, Education method.
4	Cultural and language technology in the contexts of plastic	(Wang Qi, 2021)	Art category, Plastic arts, Training Program, Training direction,	Educational means, The charm of culture,

	art (training of school art teachers)		Cultural empowerment, Cultural orientation.	The art of language, Educational philosophy, Training direction, Cultural empowerment, Cultural orientation.
5	The role of the photography method in art teacher training	(Güneş et al., 2020)	Photography, Practice, Originality, Creativeness, High artistic value.	Highly artistic, Highly innovative, Life experience, Personal creation.
6	Towards the inclusion of a gender perspective in arts projects: a case study in secondary teacher training	(Gillanders & Franco Vázquez, 2020)	Gender differences, The duality of art, Middle school art training, Learning acceptance, Future usage, Art group work.	Gender differences and art training work, Gender differences in art, Middle school art training, Different gender training methods, Art group work.
7	Outcome-based Education Curriculum Development in Art Carving Training	(Hanata Putri et al., 2021)	Outcome-oriented education and training, Sculpture art achievement orientation, Innovative, Interactivity, Sustainability of learning.	Outcome-oriented education philosophy, The degree the art of sculpture is affected by the result-oriented education concept, The learning sustainability of outcome-oriented education.

2.5 Development of Research Hypotheses

This study refers to the existing research on the optimization plans for operation and management of art training institutions, purposed to identify various factors that may deliver an impact on the operation of training institutions, so as to explore their relevance to the optimization of operation and management modes of art training institutions. Influencing factors include: self-positioning, site selection, teacher management, enrollment methods, risk control, and hypotheses.

A chart is drawn to show the research content of this study as follows:

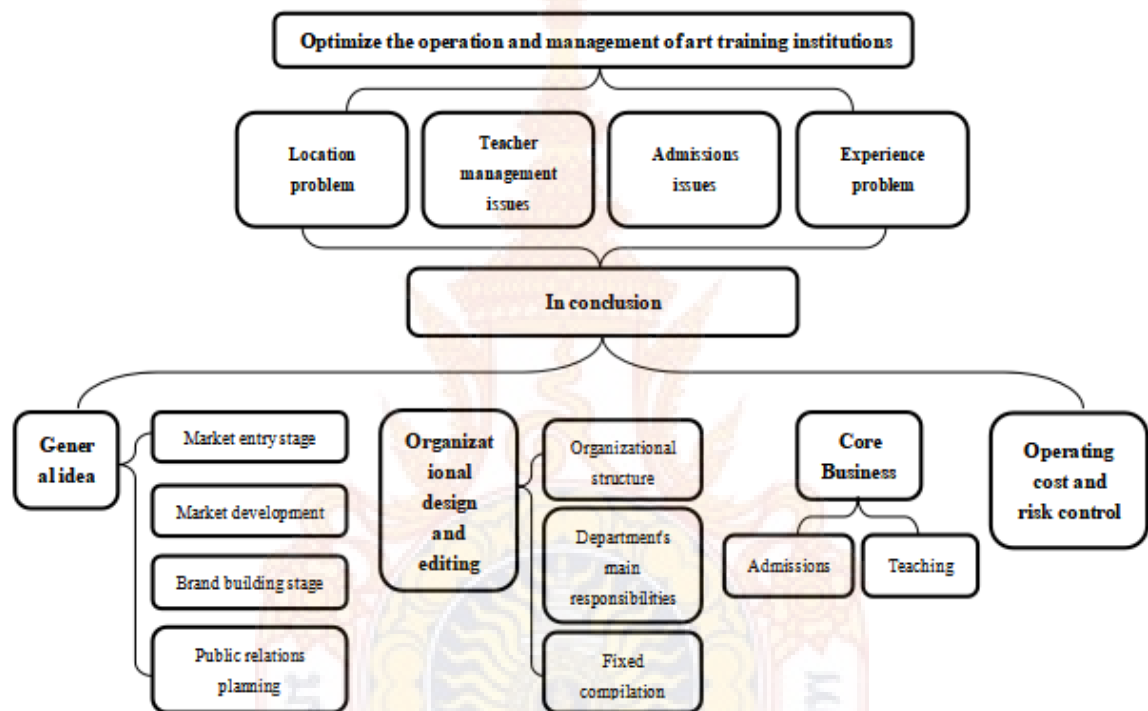


Figure 2.1 Conceptual flowchart (by author)

With a view to optimization of the current management models of art training institutions, this study proposes the following four hypotheses:

- H1. Self-positioning and site selection affect training institutions;*
- H2. Teacher management affects training institutions;*
- H3. Enrollment method affects training institutions;*
- H4. Risk control has an impact on training institutions.*

2.5.1 The impact of self-positioning and location selection on organizations

An organization with a clear position can accurately target its market and audience, and can develop a business model that suits its own reality and is different from other companies (Y. Wu et al., 2017). Traditional research believes that self-positioning and site selection are very important for art training institutions, with certain impact on their operations. Therefore, this study needs to explore the relevance of such impact. If a greater impact exists on the operation and management of the organizations, it will become a breakthrough for them. So, this study proposes Hypothesis H1.

2.5.2 The influence of teacher management

As is known, people are a vital part in the management of enterprises, and the same is true for art training institutions: The management of teachers is an important factor in the optimization of their business management (She & Xu, 2021). This study assumes that the teacher management has an impact on the optimization of management of art training institutions, so the relevance of teacher management will be explored. If the relevance is sufficiently high, then it can be proved that teacher management is also a direction that needs to be optimized. Therefore, this study proposes Hypothesis H2.

2.5.3 Impact of enrollment

Enrollment directly affects the income of art training institutions, so the optimization of enrollment is also beneficial to their management. This study will explore the relevance of enrollment on the operation and management of such institutions (Wang Qi, 2021). If the relevance is high, it would prove that enrollment is also a direction that needs to be researched. So this study proposes Hypothesis H3.

2.5.4 The impact of risk control

Risk control is an important task for avoiding risks by enterprises. Thus, for art training institutions, this may also have an impact, and this study needs to explore the relevance of risk control to the operation and management of such institutions (Seo & Seo, 2021). If the results show a close correlation, it means that risk control is not negligible for art training institutions. Therefore, Hypothesis H4 is proposed.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Conceptual Framework

Qualitative research methods are adopted in this study. This chapter covers population and sample selection, data collection, research methods, and reliability analysis. Therefore, this chapter provides additional information as follows.

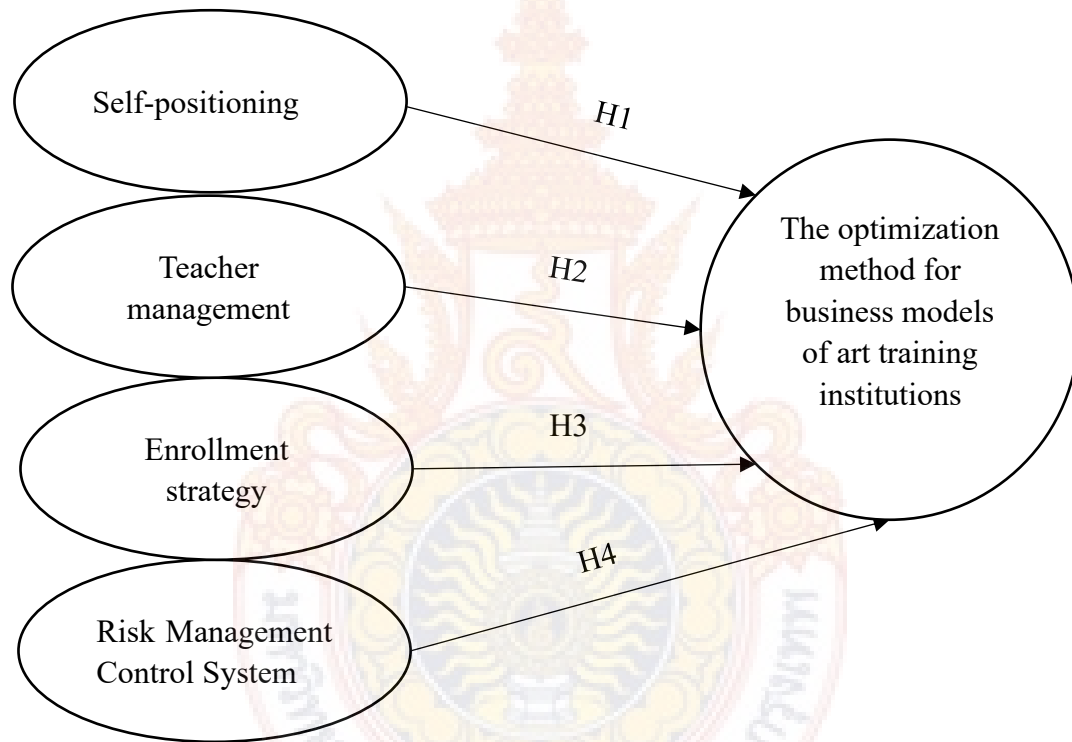


Figure 3.1 Conceptual framework (by author)

First of all, before starting research, this study shall set up its overall idea and general framework. In holistic thinking, a problem shall be solved as a whole, and then be gradually split. In this way, researchers can gradually decompose each small part and break them down one by one, while simplifying their thinking. This can ensure that this study has a clear thinking and a correct path when conducting research, so that it will not deviate from the correct direction (Johnson et al., 2020).

Secondly, this study adopts a refined management model. Under traditional management, the quality and efficiency of the work of companies' managers and mid- and high-level cadres, as well as the quality of their work results, rely on rich work experience,

management vision, management art, and refined management. However, the quality and efficiency of their work has shifted from relying on experience and technology to relying on technology and law.

Then, the core business and process ensure high efficiency and yield, assuring the quality of art training institutions. Establishing a good reputation is particularly critical (Werner et al., 2021).

Finally, cost control refers to reduction in the absolute amount of cost, so it is also called absolute cost control. Cost reduction also includes the overall arrangement of the relationship among cost, quantity and income, so that the increase in revenue may exceed the increase in cost, and savings relative to cost may be achieved. So it is also called relative cost control. Cost control is the key to improving economic efficiency and enhancing corporate competitiveness (Maltsev et al., 2020). Therefore, cost becomes a comprehensive value indicator to reflect the occupation and consumption of human, material and financial resources by an enterprise. When an enterprise controls its cost well, it also controls the occupation and consumption of manpower, materials and financial resources, as well as the formation process of product costs. Cost control is also an important means to improve enterprise production and operation management. As a comprehensive index, product cost reflects the quality of various work of an enterprise, including whether its investment, production and operation decisions are correct, whether its product design and technological levels are high, whether its production plan and organization work is scientific, and whether the material management and personnel arrangements are reasonable. The quality of the equipment will directly affect the rise and fall of the cost level. At the same time, cost control also has a counterproductive effect on various management tasks of enterprises (Harwood-Gross et al., 2020). Through the supervision and control of costs, various mal-practices in the business management and all kinds of wastes in the production process can be discovered in time, so as to take remedial measures to reduce wastes, cut costs, and improve management. Therefore, cost control should become the center of business management. Risk control means that risk managers take various measures and methods to reduce or eliminate the possibility of risk events. The risk control can reduce the losses caused by the occurrence of risk events. There are always things that cannot be controlled, so risks always exist. Managers shall consider various measures to reduce the possibility of risk events, or to keep possible losses within a certain range, so as to avoid unbearable damage when risk events occur.

3.2 Research Design

This study aims to understand the current management modes of art training institutions and the existing problems and challenges faced by them through interviews with 36 industry veterans from 9 art training institutions. Given the interviews would provide reliable data to support this study, the interviewees must be current industry insiders and have worked in the industry for more than 3 years, so that they may have a deep understanding of the current business management models of art training institutions. This

study obtains real and reliable data through face-to-face interviews, but it does not deal with the emotional or personal injury of interviewees. So the interviews do not involve sensitive topics. The content of the interviews is consistent with the theme of this study. Before the interviews, the interviewees' consent was obtained, and the relevant privacy of the interviewees was not disclosed. This study uses qualitative research method, which refers to digging into problems, understanding event phenomena, analyzing human behavior and opinions, and answering questions to obtain the truth. As a method of defining or dealing with problems, qualitative research is purposed to make in-depth study of specific characteristics or behavior of objects and further explore their reasons.

3.3 Population and Sample Selection

This study interviewed a total of 36 persons-in-charge, marketing specialists, principals, and vice principals of nine prestigious art training institutions in Beijing. By summarizing the interview records (Zheng, 2019), this study gets a general understanding of the current advantages and challenges of art training institutions, and identifies the optimization direction for the current operating methods of these art training institutions. First of all, China Art Education was established in 2004 and officially changed its name in 2015. At present, its teaching area is located in the West Campus of Communication University of China, Chaoyang District, Beijing. Its co-founders are all graduates from famous universities, such as China Communication University. The school area is approximately 5,000 square meters. For decades after its establishment, it has been pursuing the professionalism of media arts examinations. Its teaching results have been reported by the central media many times, and it is recognized as the leader of domestic academic art education (Fan & Li, 2020). Zhongyi focuses on media art education and currently provides art majors in choreography, broadcasting and hosting, performance, photography and art history. At present, it owns a complete set of offline and online teaching systems, and a number of art test textbooks have been published by key national publishing houses, with a complete internal material R&D system established. It has a long history and keeps up with the forefront of art testing. Zhongyi also has a first-class expert resource bank in academia. Its teachers mainly include current examiners and graduates from key universities, such as Communication University of China, Central Academy of Drama, Beijing Film Academy, and Zhejiang Institute of Media and Communication. The "examiners at the helm of R&D and core courses + senior lecturers" are organized by key prestigious schools. Its major courses + art test teachers own many years of art test experience and have engaged in management and teaching supervision as well as teaching management systems. The undergraduates' pass rate of the Chinese art, culture and art examination is close to 100% year after year. The "double excellent" and other key institutions have a professional qualification rate exceeding 80%; hundreds of people have been admitted to the top ten schools after the provincial unified examination (Пічкyp, 2020), and nearly 1,000 have entered the top ten of the schools after examination. Through Chinese art, thousands of students have been promoted to this institution, a coveted university. At

present, China Academy of Art is the only institution in Beijing that has strategic cooperation with current examiners of Communication University of China. Several professional examiners of Communication University of China are formulating the "Chinese Art Professional Art Education Professional Teaching Plan" and coordinating with teachers for arrangements, follow-up teaching and comprehensive exercises, from the sources to the exams after class, so as to ensure that it is close to art exams and accurately grasp the exam styles of the prestigious schools. Jointly developed by Zhongyi Art Education and the current chief examiner of Communication University of China, the online teaching system enables students to accurately grasp the examination styles of schools such as Communication University of China, ensuring that there are fewer detours and greatly boosting the professional qualification rate. China Art Education has established China's first art examination institute. Currently, the institute has nearly 100 chief examiners from prestigious universities acting as R&D consultants, and about 10 executive R&D personnel. The institute pays close attention to the latest developments in the annual media art examination, analyzes the latest policies of art examinations and explore changes in enrollments every year (Han et al., 2021). Zhongyi Art Testing Institute will update all majors. "New compilation of unified provincial examination content", "Analysis of the latest school examination questions", "Interpretation of the admission guide for major colleges and universities", "Annual impromptu review", "Red Book" and other highly applicable application data and results benefit all students of China Academy of Art. Zhongyi always adheres to small-class teaching patterns and refined training, strictly controls the number of students in each major, and regulates the evaluation procedures for all majors. Strict evaluation contents and links have been formulated. Every year, the number of people eliminated from each major exceeds the actual number of admissions, which forms a unique scene in the domestic training industry. In the field of children's art training education, teachers should pay attention to exploring children's unique personality characteristics and teach students in accordance with their aptitudes, in order to maximize the cultivation of children's innovative thinking (Xi et al., 2021).

Then, this study interviewed Beiwu Xingkong Professional Dance Training Organization, which is a comprehensive cultural communication organization specialized in dance training and cultural and artistic exchanges. Throughout this process, it plans, executes and runs various cultural activities and choreography programs, commercial performances, artist training and export, opening celebrations, wedding performances, and company performance. The organization has carried out long-term activities, such as corporate and social celebrations, cultural evenings, promotional activities, internal company report performances and cultural competitions. According to corporate culture and needs, company employees can arrange and teach finished dances, or send professional dancers to perform. Since its establishment, the company has successfully assembled many senior choreographers and professional dancers in the industry. The company's excellent teachers have successfully held celebrations for many large state-owned enterprises in the sectors of telecommunications, electric power, banking, and taxation based on their understanding of Shenzhen's cultural market and many years' practical and operational

experience. The company will realize the purpose of allowing customers with different demands to experience the convenience brought by its one-stop services, while continuing to provide customers with satisfactory and thoughtful services.

Beijing Xiduo Ballet Art Communication Co., Ltd. pursues the business philosophy of "Seeking for survival, development by quality, and win-win with integrity". Established on December 18, 2020, the company is located in Pinggu District, Beijing. This study focuses on its corporate plans. It operates in the fields of jewelry, toys, film and television planning, production, design, conference services, design, economic and trade consulting, organization of cultural and artistic exchange activities, literary creation, literary creation, daily necessities, computer animation design, and exhibition activities. The company insists on the principle of people-orientation, unity, friendship, and teamwork. The current stage of its development of national education is characterized by the implementation of the roles of art disciplines during the professional development of the personality of future teachers in music art (Lobova et al., 2020).

Beijing Tianyuan Shengmei International Culture Communication Co., Ltd. (hereinafter referred to as Shengmei International), an aircraft carrier and a leader in art training in Beijing, is committed to providing high-end and in-depth art training. As a professional art training institution, Shengmei International integrates film and television production, evening rehearsal, art examination training, art examination, children training, adult training, etc. into one. A variety of courses, covering musical instruments, dance, art and vocal music, are offered. With strong teaching staff, it has long cooperated with the Central Conservatory of Music, Beijing Dance Academy, Communication University of China, Central Academy of Fine Arts and other schools to provide students with a standardized and rigorous teaching environment (Li et al., 2021).

Tianyuan Shengmei International Culture and Art Education College is founded, operated and managed by Beijing Tianyuan Shengmei International Culture Communication Co., Ltd. It is a designated examination school for music, dance, art and calligraphy in Beijing, with a national Peking Opera art promotion demonstration base. It is currently one of the arts education institutions and cultural media companies with the most complete set of subjects, becoming the largest running schools in Beijing (Mohd Jelani et al., 2020). It always adheres to "Focus on the quality of education" as the school-running philosophy, with "Professional teaching, expert scholarship" as its tenet. Since its establishment, it has been endorsed by the government, while getting concerns and assistance from all sectors of society. In running the school, it has always adhered to the philosophy of "people-orientation, teacher-ethics first, and honesty and truthfulness". Aimed to popularize and develop cultural and artistic education, the college has, since its establishment, adhered to the cultivation of professional art, based in Beijing, with advanced teaching concepts, scientific education management models, and strong art teachers. And it has maintained a high-quality education and technology level for a long time. Nearly 70 courses in six categories, including vocal music, musical instruments, fine arts, calligraphy, dance, preschool education and special courses, have been offered, and a host of outstanding artistic talents have been delivered to the society. A total of nearly

10,000 students have been trained, who are widely praised in the market. In particular, Shengmei International pays attention to social welfare undertakings, thus receiving wide attention and recognition from the society (Pan et al., 2021). It has developed into a large-scale culture, art, education and technology enterprise, with strong art teacher resources and high-quality education technologies. With a professional team of teachers, Shengmei International has a complete set of teaching materials and enriched proficient art test experiences, while owning an academic exchange and examination cooperation platform with more than 50 well-known universities across the country, including the Central Conservatory of Music, China Conservatory of Music, Beijing Dance Academy, and China Cooperative unit of Communication University (Hu, 2020).

3.4 Design of Questionnaire and Scale

The questions in the questionnaire are compiled with reference to the existing literature and relevant works on questionnaire designs from the National Library of China.

The purpose of interviews: through face-to-face interviews, to understand the current dilemmas faced by the organizations, so as to get an in-depth understanding of their situations.

The questionnaire is designed as follows:

Table 3.1 Questionnaire

Numbering	Questions
a	Now, most students will choose our institution. How is your performance this year compared to that in the last year?
B	Is there any problem to impede you from recruiting students? What is the reason? And what are the characteristics of your lack of enrollment problem?
c	Is the current supply of teachers sufficient? Are substitute teachers as difficult to find as in previous years?
D	Do you think salary is the key to influencing recruitment?
e	What is your position in the industry? Where is your market?
F	At present, Zhongyi Zongheng has a strong brand effect. Do you think this will have a big impact on the promotion of your business?

3.5 Research Methodology

This study provides its theoretical basis through literature research methods, interview methods, data analysis methods and other research methods. Consultation of previous literature provides a framework for this study on the current management models of art training institutions in China. Data support for this study comes from interviews with 36 senior industry practitioners, and the interview records are analyzed for qualitative

research on the current development of Chinese art training. The optimization directions of the organizations' operation and management models are proposed.

The interviewees in this study mainly include managers of art training institutions and related marketing departments. Among the interviewees, male respondents account for 70% and female for 30%. Mainly male workers are engaged in related jobs, and females are fewer. The positions of the interviewees include art training institutions' head, vice principals, marketing experts and principals (Ren et al., 2018). One person is interviewed for each position, and 32 people have been interviewed in total. Among them, those who understand the current management modes of Chinese art training institutions account for 25% of the total number of respondents, and those who do not know for 75%. Seventy-five percent of the interviewees believe that there is room for updating the business management models of such institutions, with their own opinions put forward. At the same time, most interviewees believe that Chinese art training institutions are facing many issues, which urgently need to be solved, including: the problems with enrollment, the construction of the teaching staff, and policy problems. In interviews, this study provided a relatively open environment to eliminate stress. Besides, an informal way of language communication is adopted to maximize the distance between each other and eliminate obstacles, so that the collected information is more accurate and reliable (Mix et al., 2021).

In addition, this study made interview appointments through WeChat and other channels, contacted the interviewees in advance and set up proper schedules, so as to avoid conflicts with the interviewees' own work. Finally, 34 persons were interviewed. The interviewing duration for each respondent is about 10-20 minutes. Before interviews, this study conducted a tentative interview experiment on the interview questions to ensure that the interview duration would not exceed the appointed 20 minutes. The experiment was carried out three times, all controlled within 20 minutes (Yuxia, 2019).

3.6 Statistics Techniques

This study adopts the method of sampling survey, which is a kind of statistical analysis, with a part of the actual data selected from the population for investigation based on the principle of randomness, while the corresponding quantitative indicators of the population are estimated based on the sample data. Although sampling survey is not a comprehensive method, its purpose is to obtain information that reflects the overall situation. Therefore, it can also play a role in a comprehensive survey.

Due to the large number of art training institutions across the country, surveys are difficult, because it is easy to miss something. This study uses a sample survey to randomly select 9 art training institutions in China, which have distinct economies of scales, so as to ensure data reliability.

3.7 Three Expert Tests

3.7.1 Management experts

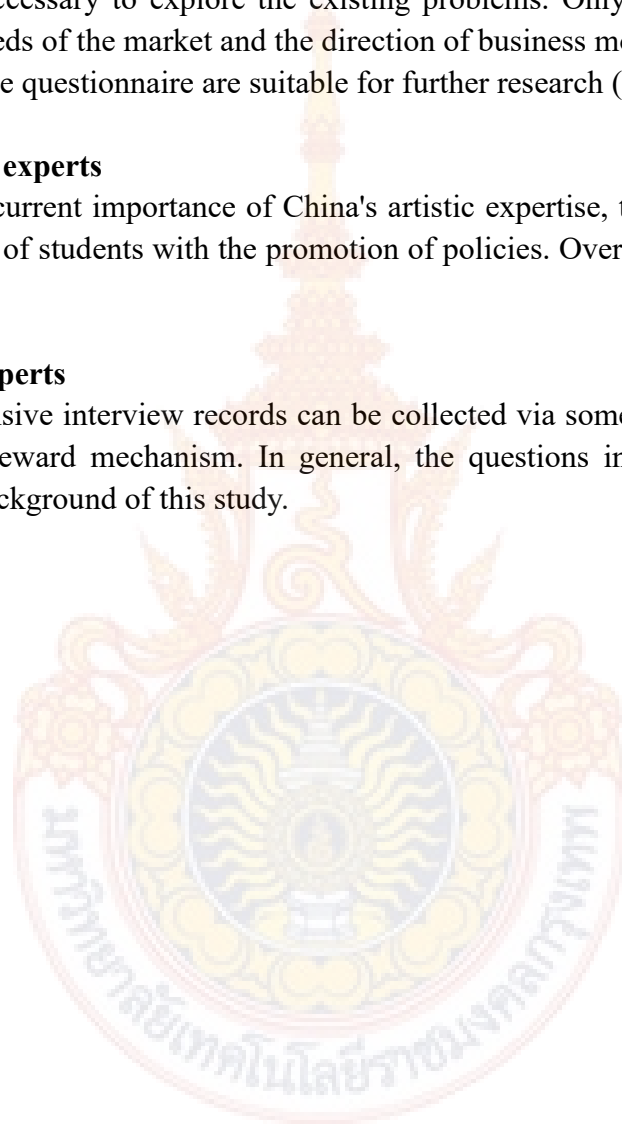
Art training institutions formulate their own marketing strategies to give full play to their advantages, so as to enhance competitiveness and adapt to changes in the market environment, while obtain the greatest economic benefits with less marketing investment. Therefore, it is necessary to explore the existing problems. Only institutions can better understand the needs of the market and the direction of business model reform. In general, the questions in the questionnaire are suitable for further research (Yuxia, 2019).

3.7.2 Sales experts

Given the current importance of China's artistic expertise, this study can facilitate better recruitment of students with the promotion of policies. Overall, the questionnaire is reliable.

3.7.3 IT experts

More extensive interview records can be collected via some popular apps or some methods with a reward mechanism. In general, the questions in the questionnaire are suitable for the background of this study.



CHAPTER 4

DATA ANALYSIS

4.1 Data

Since this study takes the qualitative analysis method, the data are collected from the interview records, so the reliability of data analysis may be low. The information is obtained by collating the interview records (Lafuente et al., 2021). In designing the interview questions, this study has consulted three kinds of experts, namely management experts, sales experts and IT experts. In the guidance of them, the interview questions in this study become more scientific and standardized. At the same time, this study explores the relationship between the adoption intention and management attitude of the managers towards the novelty of management models for art training institutions.

Table 4.1 Characteristics of participants

	Man	Woman
Education Level	70%	30%
Location	Beijing	Beijing
Possess level-2 or higher trainer certificates	100%	100%
Hold level-2 or higher referee certificates	100%	100%

The table shows that the management of most institutions is composed of more men than women: Men account for 70% and women for 30%. Besides, the strength of the teaching staff basically ensures that the professional and technical capabilities of the teachers reach the national second level or above.

4.2 Demographic Characteristics

Then, this study collected statistics data on the age and work experience of the interviewees from the selected institutions, as shown in Table 3.

Table 4.2 Ages and service years

Average age	35.60	8.567
Average length of service	13.50	8.231

Respondents are aged between 24 and 50, with an average of 35.60 (Standard deviation = 8.567). And they have work experience of 5 to 30 years. The average value is 13.50 (standard deviation = 8.231). In general, among all respondents (N = 32), there are no employees under the age of 24 who have become a manager. Additionally,

most of them have more than ten years of work experience. It can be conclude that they all have a good understanding of the industry and can provide true and reliable data for this study.

4.3 Reliability

As one of the research methods of communication, qualitative analysis refers to the analytics and research of the attributes towards a certain thing from a qualitative aspect through logical reasoning, philosophical speculation, historical verification, and legal judgment. It is a specific implementation of traditional humanities scientific research methods in the field of communication (Mishina et al., 2020) and is mainly used to study the social structures and functions of communication, the social control over communication, and the relationship between communication and social development. Human's understanding of society and nature first begins with their attributes, and the fundamental differences between things are also manifested in their qualitative differences. Therefore, qualitative analysis is an important means to understand things.

This study takes offline interviews to collect necessary information. Appointments of time and place are made for interviews online, and then on-site interviews are conducted offline, with the interviews recorded on record paper. By organizing and integrating the interview records, this study can obtain reliable and relevant information.

Reliability test of the research instrument

Table 4.3 KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.780
Bartlett's Test of Sphericity	Approx. Chi-Square	1613.560
	Df	630
	Sig.	.000

Notes: N=36

The KMO values of all the scales are found to be higher than 0.70 and the total variance explained by all the constructs higher than 60%.

4.4 Mean and Standard Deviation

Table 4.4 Averaged variances expected

Variable	Credit Report	AVE value
Attitudes of the interviewees		0.801
This interview is very meaningful	-----	
This study helps optimize business methods	23.684	
This study is very helpful to the organization	22.388	
Admission Issues		0.813
The optimization plan for enrollment is meaningful	-----	
The enrollment optimization plan is urgently needed	25.648	
The enrollment methods need innovation	26.563	
Teacher Management System		0.865
Hope to get an optimized plan for the teacher management system	-----	
The optimization of the teacher management system affects the development of the institution	24.388	
The optimization of the teacher management system can bring benefits	26.456	
Salary Management Optimization		0.801
Hope to get suggestions for optimization of salary	-----	
Salary determines overall profits	27.642	
Salary determines the strength of teachers	28.646	
Brand Effect		0.831
Recommendations on institutional brand building are very useful	-----	
Brand building can bring additional benefits	22.459	
The hidden benefits of brand building cannot be ignored	25.813	

This study takes the maximum likelihood (ML) estimation to evaluate the CFA framework. Specifically, the standards this study adopts in this framework include comparative fit index (CFI), root mean square residual (RMSR), goodness of fit index (GFI), and adjusted goodness of fit index (AGFI). And then, the convergent validity is conducted to test the degree of mutual connection between two measures that should theoretically establish a connection. Furthermore, the threshold of convergence validity is evaluated by the critical ratio (CR, a value equal to or greater than 2), standardized factor load (a value equal to or greater than 0.5), and expected average variance (AVE, a value equal to or greater than 0.5). In the research framework, the lowest CR (= 22.186) is much

higher than the “2” threshold; the smallest normalized factor load (= 0.869) exceeds the “0.5” threshold; and the calculated lowest AVE (= 0.811) is much higher than the “0.50” threshold (Jiang et al., 2020). Therefore, the convergent validity of the research framework is considered acceptable.

Table 4.5 Computation of degrees of freedom

The minimum is achieved
Chi-square = 931.511
Degrees of freedom = 450
Probability level = .000

Notes: N=36

Table 4.6 The model fit summary showing the goodness of fit

Goodness of fit	Recommended values	SEMs value	Remarks
SRMR	<0.08	0.043	Good fit
RMSEA	≤0.10	0.060	Good fit
NFI	≥0.90	0.881	Acceptable fit
GFI	≥0.90	0.867	Acceptable fit
CFI	≥0.90	0.888	Acceptable fit
CMIN/df	≤ 3.0	2.07	Good fit

Notes: N=36

The goodness of fit index used in this study checks the measurement model. It is shown that the measurement model fits well, because the chi-square value is 932.541, df = 450, $p < .000$, the comparative fit index (CFI) value is 0.888, the goodness of fit (GFI) value is 0.872, the normalized fixed index (NFI) value is 0.883, the standardized root mean square residual (SRMR) value is 0.041, and the root mean square approximation error (RMSEA) value is 0.061. This shows that before explaining the causal path of the structural model,

the model this study measured demonstrates a satisfactory fit.

4.5 Hypothesis Testing

This study is mainly purposed to explore how the novelty of the management models of art training institutions will affect the perception of the sustainability and resilience of traditional management methods, thereby affecting the behavior of managers. In order to reveal the relationship in the research framework (Pan et al., 2021), this study conducts a path analysis based on the structural equation model (SEM). Table 5 shows the standardized coefficients and hypothetical results of each path.

Table 4.7 Hypothesis testing

Hypothesis	Path	Standardized Coefficient	C.R. (t-Value)	Standard Error
H1	Relevance of self-positioning and location selection	0.432 ***	10.623	0.036
H2	Relevance of teacher management	0.091 ***	3.131	0.031
H3	Relevance of enrollment methods	0.511 ***	8.217	0.058
H4	Relevance of risk control	0.621 ***	10.284	0.033

Note: * $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$.

N=36

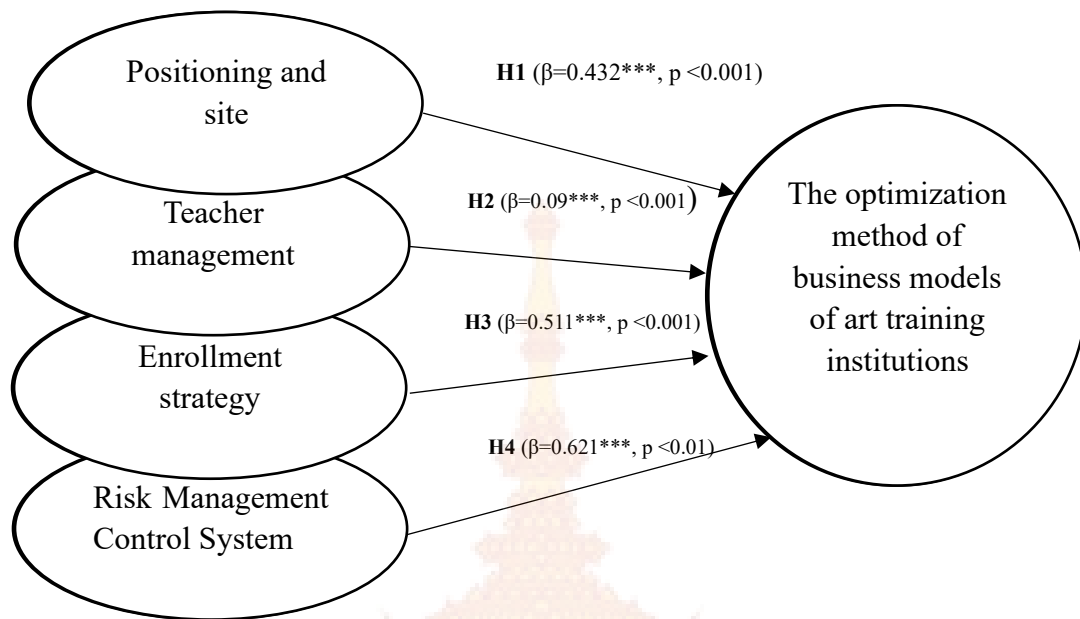


Figure 4.1 “True or not” graphic representation (by author)

According to the data in Table 11, H1 $\beta=0.432^{***}$, and $p < 0.001$, so this hypothesis is accepted. From this point, it can be found that the positioning and site selection have a little impact on the business strategies of art training institutions. A clear self-positioning and appropriate site selection can help optimize art training organizations’ business methods.

H2 $\beta=0.091^{***}$, and $p < 0.001$, so this hypothesis holds. Through this result, it can be found that teacher management systems can deliver an impact on the operation and management of art training institutions. In other words, their operation and management can be improved by focusing on updating and improving their teacher management systems.

H3 $\beta=0.511^{***}$, and $p < 0.001$, so this hypothesis is accepted. Statistics show that enrollment strategy is also an indispensable element in the operation and management of Chinese art training institutions. This suggests that enrollment strategies can be used as a start point to optimize the operation and management methods of such institutions.

H4 $\beta=0.621^{***}$, and $p < 0.001$, so this hypothesis holds. Undoubtedly, risk prevention and control is always a very critical factor in enterprises’ safe production. The same is true for art training institutions. A sound safety management system and an emergency management plan are all solutions to promote the optimization of art training institutions’ management methods.

CHAPTER 5

CONCLUSIONS AND DISCUSSIONS

5.1 Conclusions and Discussions

According to the RQ1, this study finds that regular, quarterly and annual market researches can be used to obtain market feedbacks and pinpoint organizations' positioning, current operating conditions, institutional competitiveness, low and peak seasons, etc., while improving their cultural construction and enhancing their brand effects.

According to the RQ2, this study finds that teacher management systems should adopt performance appraisal, floating salary, reward and punishment mechanism, and promotion and incentive factors. Only in this way, can teachers be encouraged to research and reform the curriculum systems and teaching methods and improve their teaching effects. For example, when the performance exceeds the standard, 120% of the monthly salary will be paid; when the performance meets the standard, 100% paid; and when the performance does not meet the standard, 70% paid. Teachers with high enrollment rates and good course effects can be granted rewards, ranging from 2,000 yuan to 50,000 yuan. On the contrary, for teachers with low enrollment rates and multiple complaints, fines ranging from 500 yuan to 5,000 yuan shall be imposed. In serious cases, they shall be dismissed.

According to the RQ3, this study finds that it is necessary to only recruit sales staff with good eloquence and conduct training for presentation and sales skills as well as produce brochures. Only in this way, may the characteristics of the enrollment publicity be underscored, so as to root the image of the authority of an institution deeply in the hearts of the people, form a brand effect, and create a "customer-oriented" situation.

According to the RQ4, this study finds that it is necessary to establish a sound risk prevention and control system, set up emergency plans to deal with natural disasters and teaching emergencies, improve fire protection facilities, ensure 360° monitoring coverage without blind spots, regularly inspect the computer rooms to prevent the risk of equipment aging, and remove old wires in time. In addition, personnel entering and exiting organizations should be tested, and outsiders shall be registered for temperature testing and vaccination inspections, so as to provide a guarantee for the safe production of enterprises. Currently, Chinese art training institutions should boost their efforts in risk prevention and control, emergency management systems, major accident handling plans, and other preparations, so as to ensure their smooth operation. Finally, for the student management systems, it is necessary to formulate students' daily behavior standards, accommodation management systems, and students' reward and punishment management regulations.

In a word, the development path of Chinese art training institutions is still very long, because they are still in a growth stage. Therefore, they should clarify their own positioning, manage their teacher resources reasonably, strengthen enrollment and training, and improve

risk prevention and control. This is the optimal operation direction that such institutions shall follow in the future, as suggested by this study.

5.2 Restrictions

Since this study takes art training institutions in Beijing as the survey object, other regions may see different markets and policies. If with sufficient funds and time, this study would collect more interview records of art training institutions in different regions, so as to identify more precise directions and plans and optimize the business models for more of such institutions. The bias in this study comes from the mentality differences of college administrators. Some teachers and administrators are cautious about interviews, which may affect the authenticity of the data collected. And it should be noted that these interviews generally do not involve sensitive topics.

5.3 Research Contribution

This study can help the current art training institutions to find out their problems and identify their direction of rectification. Art training institutions are advancing with the times and the constantly changing policies. Over time, the reference value of previous researches has gradually decreased. Now in 2021, this study proposes an optimization plan in line with the current situations and policies. By referencing the common or individual issues pointed out in this study, each art training institution can obtain certain guiding suggestions based on its specific cases. In addition, the research results of this study will also help promote the standardization of art training institutions in China, because it points out the way to optimizing the operation and management of such institutions.

5.4 Practical Contributions

Improvement in the positioning of art training institutions as proposed in this study can effectively enhance brand effect, expand student enrollment, and promote culture and brand building of institutions. And the improvement in teacher management systems is conducive to reducing the teacher turnover rate and diminishing costs, while ensuring the faculty keeps stable. The enrollment issue has always been the top priority of institutions. After optimization, the operating cost and operating life of institutions will be greatly improved. Meanwhile, the enhanced standardization of various art training institutions will help people select art training, actively participate in it, and get rid of the patterns of small and chaotic operations, so that this industry can become a powerful branch of the domestic free economy.

5.5 Future Research

For the future research, the model can be expanded, and larger-scale research can be deployed, so as to generate differentiated analyses and recommendations. In combination of actual conditions of various regions, different optimization and improvement plans that are more suitable for local markets can be produced.



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APPENDICES

Appendix 1: Questionnaire's Cover Page

Thank you very much for accepting this interview. The purpose of this interview is to discuss the shortcomings of the current management methods of Chinese art training institutions and the strategic improvement measures for sustainable development in the future. This interview may take you 10-20 minutes. This interview is part of a personal study of a Thai master's student. Please think carefully about each question and make sure that all answers are your true thoughts. All information in this interview will only be used for academic research.

Part A: Answer questions about the demographic characteristics of the participants, including gender, income, and length of service.

1. Gender

☐ Male

☐ Female

2. Income (monthly)

☐ Below 3000 yuan

☐ 3001-6000 yuan

☐ 6001-9000 yuan

☐ Above 9001 yuan

3. Working experience _____ years

Part B: four open-ended questions about the optimization plan of art training institutions

Problem	Answer
In your opinion, what are the problems in the management of teachers in Chinese art training institutions?	
What do you think are the current enrollment dilemmas faced by Chinese art training institutions?	

In your opinion, what aspects of the management model of Chinese art training institutions can be optimized?	
Do you think brand effect is important in art training institutions? What is its function?	



BIOGRAPHY

NAME	Longchao Zhao
ACADEMIC BACKGROUND	Graduated from the Capital Institute of Physical Education in 2019 with a bachelor's degree in dance performance. In 2021, he obtained a master's degree in management from Royal Institute of Technology in Bangkok, Thailand.
EXPERIENCES	Joined Shandong Binsheng Cultural Tourism Sports Industry Group Co., Ltd. in 2021

