Research on the Value Chain Integration of the Emei Wushu Industry from the Perspective of High-Quality Development

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Abstract: *Emei Wushu, as a traditional ethnic sport and intangible cultural heritage, faces challenges during inheritance and development. We introduced the industrial value chain theory and took Emei Wushu as a case to find a new path for high-quality development through the integration of Emei Wushu industry with multiple parties. Based on the literature review method, in-depth interviews and the case study method, we conducted field interviews among inheritors/practitioners of Emei Wushu using Nvivo 12 Plus qualitative analysis software doing open coding and axial coding on 890 original statements that finally extract core categories. The four integration strategies are proposed such as integration and sorting of resources; Publicity and promotion based on demand analysis; Comprehensive infrastructure construction; Efficient and refined management of human resources. Cultural connotations of Wushu inject soul into tourism while tourism provide a platform for Wushu to be displayed; their synergistic integration is an effective way to solve the development dilemma of Emei Wushu and achieve high-quality development.*

Keywords: *industrial value chain theory; Emei Wushu; industrial integration; high-quality development*

1. Introduction

Industrial integration refers to dynamic blending and merging between the same industry or different industries in order to form a new industry. With rapid economic development, the development of traditional ethnic and folk sports has been increasingly attracting people's attention. According to the theory of industrial integration and relevant theories, we analyzed the current situation of the integrated development of the Emei Wushu industry and explored the high quality development of the industrial integration of Emei Wushu.

Emei Wushu (an ancient ethnic sports that is popular not only at home but also overseas) as a traditional intangible cultural heritage faces problems in terms of its inheritance and development. In recent years, the domestic academic research and discussion about Emei Wushu focus on: Analysis of the current situation; Integration of Emei Wushu and tourism; How Emei Wushu can be integrated into school physical education; Digital-driven development of Emei Wushu; Exploration of the cultural value of Emei Wushu. Little research exists regarding the theoretical connotation of the integration between Emei Wushu culture and the tourism industry, and there needs to be deeper research. Based on this, we introduce the industrial value chain theory, taking the Emei Wushu industry as a case, analyzing the value chain integration of the Emei Mountain Wushu industry, exploring a new way out for the high quality development of the Emei Wushu industry in the new era.

2. Theoretical Explanation and Analytical Framework of Value Chain Integration

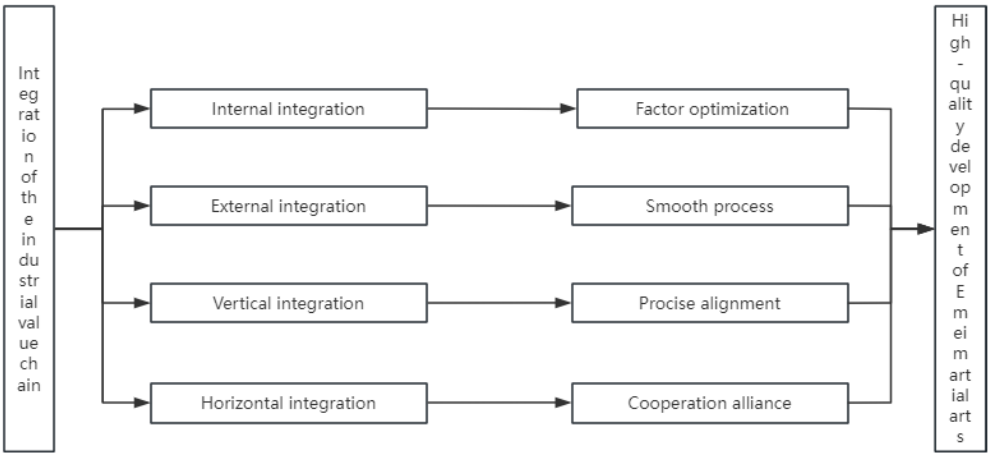
2.1 Theoretical Explanation of Value Chain Integration

Michael Porter put forward the idea of "industrial value chain" in his book Competitive Advantage (1985). He noted that an enterprise includes various activities carried out in designing, producing, marketing, delivering and supporting their products. Value chain is a relative core research context in this paper, it has gathered many research results in the existing literature. Most of them focus on industrial level, enterprise level or the direction of global value chains; few consider value chain

integration. In promoting Emei Wushu culture, every product generates value-added effect in each step from production to final consumption, depending on the synergy integration between Emei Wushu culture with other industries for ultimate completion of consumption[1].

Industrial value chain integration refers to an industry's improvement in value creating capability and competitiveness through the optimization and coordination of various links within the industrial value chain. In addition to eliminating the communication barrier between enterprises on both sides, industrial value chain integration can also integrate the resources of enterprises on both sides at the macro-level view, publicize and promote Emei Wushu and effectively improve the ways in which industrial value is added. The ways of realizing it are mainly: internal integration, i.e., the collaboration cooperation among all departments of an enterprise (such as the optimization of links like research and development, production, sales, and logistics)[2], improving the efficiency of operation, reducing cost, enhancing product quality and service level via internal integration. External integration includes integrating with external units including suppliers, customers, and partners. Methods include vertical integration wherein an enterprise integrates upstream and downstream enterprises in the industrial chain under its own management system by merger and acquisition or cooperation so as to achieve a full-process control from raw material supply to the sales of final products; Horizontal integration, wherein an enterprise integrates enterprises in the same industry or related industries under its own management system by merger and acquisition or cooperation so as to achieve economies of scale and synergistic effects.

Figure 1 Theoretical Explanation of the Impact of Value Chain Integration on the High-Quality Development of Emei Wushu



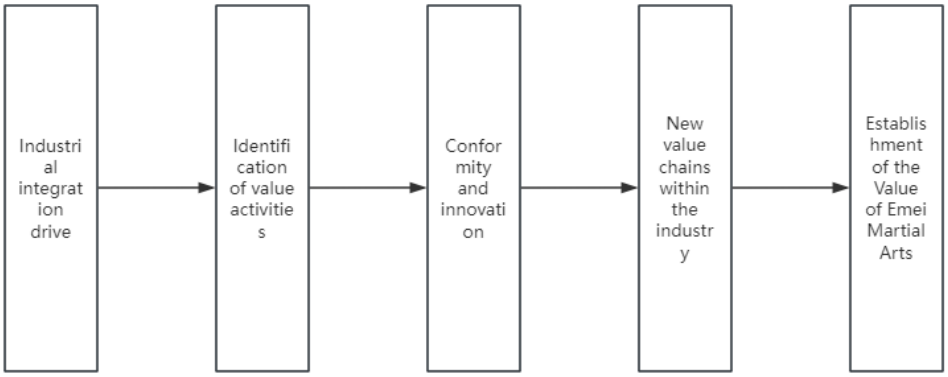
2.2 Theoretical Analytical Framework

From the perspective of high-quality development, value chain integration provides a sound entry point for analyzing the operating logic of the four integration modes driven by industrial integration.

The high quality development of industrial integration drives the value chain integration of different industries, change the way of value creation and value-added capacity. With the changes of technology, market expansion and business model innovation, the value chain of industries has changed from the traditional "vertical integration" model into a "horizontal integration" model[3] according to value chain theory, we integrated the industrial value chain from the aspects of resources, processes, logistics and organization; the essence is that it reexamines each link in the industrial integration, vertically decompose and horizontally split them, reconfigure their cooperation relationship and dynamically study the collaborative integration process of internal and external links within the industrial value creation process. Industrial value chain integration depends on the driving effect of industrial integration, which will fully leverage the role of consumers in the industrial value chain and realize the industrial value chain integration under the perspective of high-quality development can solve the current development dilemma of the Emei Wushu industry. Value chain integration emphasizes the "value creation" goal of respective industries, reflecting the process of creating, transferring and adding value of shared value in the industrial value chain[4]. Based on the above analysis, this paper preliminarily established a correlational analytical framework for value chain integration as shown in

Figure 2.

Figure 2 Correlational Analytical Framework of Value Chain Integration



3. Research Design

3.1 Case Selection and Overview

Case site: The case sites chosen for this study are Emeishan City, the Emei Scenic Area. This place is the birthplace of Emei Wushu; located inside the Emei Mountain Scenic Area which possesses a unique geographical advantage. Emei Mountain is a famous tourist attraction boasting rich tourism resources. Emei Wushu complementing Emei Mountain creating unique tourism features. Integration of Wushu culture and natural landscape is different from any other conventional tourism projects. Choosing Emei Wushu as a case in our study has some representativeness.

3.2 Research Methods

This study takes Emei Wushu and its industrial value chain integration as the research object.

a. Literature review method. Relevant literature was searched on CNKI, Wanfang, and other databases using keywords such as Emei Wushu, industrial value chain theory, and integration.

b. In-depth interview and questionnaire survey method: The in-depth interviews are carried out by organizations or people like local government departments, the Emei Wushu Association, inheritors of Emei Wushu, Emei Wushu educators, and management personnel of the Emeishan tourism scenic area.

c. Case study method. A case investigation of Emei Mountain Wushu was carried out.

Table 1 Basic Information of Interviewees

Role	Age	Information
Inheritor	62	Provincial-level representative inheritor of Emei Wushu as intangible cultural heritage in Sichuan Province; direct-line inheritor of the Yue School of Emei Wushu; 45 years of traditional inheritance experience; has led the promotion of Emei Wushu in schools for 8 years.
Inheritor	38	Municipal-level representative inheritor of Emei Wushu as intangible cultural heritage; inheritor of the Chanbi School of Emei Wushu; 18 years of martial arts practice experience; has been stationed in frontline school teaching for 6 years.
Practitioner	35	Head of the Physical Education Teaching and Research Group at a primary school; 8 years of teaching experience; responsible for coordinating the school's Emei Wushu in schools program; has worked with the inheritor for 6 years.
Practitioner	28	Junior high school physical education teacher; 4 years of teaching experience; teaches Emei Wushu classes and clubs on the front line; has worked with the inheritor for 3 years.

3.3 Research Process

The data were imported into NVivo 12plus and categorized according to content to form free nodes through induction.

Based on the content of the free nodes, relevant nodes were integrated to form tree nodes that reflect conceptual relevance.

After repeated revision and adjustment of the node content, initial concepts, subcategories, and main categories were formed.

4. Data Coding and Testing

4.1 Open Coding

In open coding we compare each word or sentence with the original interview data, discover conceptual categories in the data, naming them, determining their attributes and dimensions. The author as an observer suspend his own opinion and theory, process the original information and data, delete those irrelevant to the theme so that there will be 890 valid original statements. Abstracting these statements into concepts; deleting any two contradictive concepts, finally 83 initial concepts were obtained. According to the connotative relationship among the initial concepts, we do further induction to extract 16 subcategories. (Data are derived from interviews of the research project).

Table 2 Open Coding Results (Partial)

Subcategory	Initial concepts (coding nodes)
Resource integration	Schools of Emei Wushu (16); small-town tourism (11); integration of Wushu into daily life (9)
Cultural inheritance awareness	Understanding traditional culture (12); respect for traditional culture (9); cultural protection (8); commitment to cultural innovation (7)
Social responsibility awareness	Participation in social and political activities (21); conscious fulfillment of duties (13); participation in building sports projects (7); strong awareness of traditional ethnic sports (7)
Benefits of Emei Wushu	Self-cultivation and character building (23); intangible cultural heritage (15); value-added effect (7)

4.2 Axial Coding

The process of axial coding is to establish relationships between categories. We compared the first concepts and subcategories by dimension and attribute as per open coding, summarized the 16 related subcategories and determined 4 main categories: integration and sorting of resources; publicity and promotion based on demand analysis; comprehensive infrastructure construction; and efficient and refined management of human resources.(Data derived from interviews of the research project)

Table 3 Axial Coding Results

Main categories	Subcategories
Integration and sorting of resources	Social responsibility awareness; cultural inheritance awareness; sense of ethnic identity and pride; and resource integration
Publicity and promotion based on demand analysis	Sales and consumption; product production; demand analysis; and publicity and promotion
Comprehensive infrastructure construction	Comprehensive services; infrastructure construction; and a fact-based attitude
Efficient and refined management of human resources	Continuous learning and growth; human resource management; accumulation of practice and experience; and the courage to break with tradition

5. Model Explanation of the Value Chain Integration of Emei Wushu and Huangwan Town

5.1 Integration and Sorting of Resources

Background Industrial integration has attracted much attention to the integrated development of the Emei Wushu industry with the tourism industry. We need to sort out and integrate them to realize the coordination development and improvement of their comprehensive competitiveness from the aspect of industries: A Wushu training market of a certain size has emerged, various Wushu schools and training institutions have continued to emerge. Unique advantages of the tourism resources of the Emei Mountain area are magnificent and beautiful natural scenery; The Emei Mountain Scenic Area, a world-renowned world natural and cultural heritage site. On the temple buildings, natural landscapes and other attractions on the mountain attracts large number of tourists. Supporting tourism facilities like hotels and catering around this area are also relatively well developed. However, there still exist some issues regarding the integration of the Emei Wushu industry and the tourism industry at present. In terms of resource integration, the combination of Wushu and tourism resources is not close enough, the degree by which Wushu culture is incorporated into tourism products is relatively low, and its attractiveness has not been fully brought into play. Few exhibition and experience projects related to Emei Wushu in the scenic area make it hard for tourists to deeply experience the charm of Wushu culture[7].

5.2 Publicity and Promotion Based on Demand Analysis

As the cultural tourism industry keeps expanding, it's very important for us to have a correct understanding about the market demands when studying the integration between the Emei Wushu industry and the tourism industry with the view point of value chain theory, which will help us effectively implement publicity and promotion[8].

From the demand side: Tourism is not simply sightseeing and taking photos anymore – now tourists are seeking cultural tourism products with cultural flavor which will bring them unique experiences. Integrating Emei Wushu and tourism, tourists don't only want to see the natural scenery of Emei Mountain, but especially hope to dive into Wushu culture and experience it first-hand. They might have an idea to participate in Wushu training courses and want to learn some practical moves; they might want to watch a professional Wushu performance to appreciate the strength combining hardness and softness; or even willing to go to a Wushu culture museum for learning the historical origins and profound heritage of this martial art.

Through further deepened demand analysis and with the addition of these effective measures for publicity and promotion, there will be a synergy between Emei Wushu industry and the town's tourism industry leading to an improvement in its overall competitiveness.

5.3 Comprehensive Infrastructure Construction

To promote the all-round development of the Emei Wushu industry and the tourism industry through value chains integration, we not only need to pay attention to improvement of infrastructure, but equally have an equal pace with publicity and promotion, so that they can mutually benefit from their coordination. Value chain integration is about the internal value reconstruction and re-creation at each link; as for its integrated development, infrastructure construction has the role of foundation. In terms of transportation, we should strengthen external accessibility: optimize the railway and road routes to the Emei Mountain area, operate more tourism special lines and direct shuttle buses to make it easier for tourists to get there. Improve facilities such as roads and public toilets inside the scenic area to provide safe and convenient visit for tourists. With solid foundation built up on comprehensive infrastructure construction, we raise our visibility and attractiveness via innovative and effective publicity and promotion, the Emei Wushu industry and the town's tourism industry will integrate deeply in value chains, become more competitive and release greater economic and cultural values.

5.4 Efficient and Refined Management of Human Resources

Value chain integration focuses on optimization and coordination of all links in an industry; Human Resource Management is merely one link that runs through the entire integrated development process. Under this industrial integration mode, the demand for talent diversifies, it's usually for compound talents: On one side we need Emei Wushu professionals with superb martial arts skills and solid

cultural foundation, to inherit and display the essence of Wushu as well as taking up roles in teaching or performing, on another side we also need talents from the tourism industry with professional knowledge of tourism management, marketing and service operations to take charge of product planning, scenic area operations and tourist services. Really lacking a group of compound talents who know not only Wushu but also tourism business, keenly catching market changes so as to innovate new products and services integrating Wushu and tourism characteristics, playing a very practical role in promoting industrial integration. Through these measures, the effectiveness of human resource management will be optimized, thereby achieving the higher quality development of both the Emei Wushu industry and the tourism industry under value chain integration.

6. Research Conclusions

The value chain integration between Emei Wushu and the tourism industry is an innovative mode of development that emerges from the overall trend of culture-tourism integration. From the perspective of industrial development, after connecting their value chains, the boundary lines of traditional industries will break down, meaning creating a new path for industrial development. Rich cultural connotation of Emei Wushu injects its soul into the tourism industry greatly enhancing the cultural added value of tourism products; meanwhile, the tourism industry provides Emei Wushu a large display platform and market space, helps to promote and inherit Wushu culture. Nowadays, with the acceleration of industrial integration, there are not only great opportunities but also many challenges facing the high quality development of the industrialization of Emei Wushu. According to value chain theory, to achieve such high-quality development, we need to depend on the integration of resources, technology innovation, and open new fields, keep up with the demands of the market while promoting economic growth. We should take the mutual integration of the sports industry and the tourism industry as the basis, forming a new mindset for integrated industrial development: only gradually advancing like this, the high-quality development of the industrialization of Emei Wushu can truly be put into practice.

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