

# Development Strategy of Sichuan Sports Museum under the Background of Cultural and Tourism Integration

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**Abstract:** Through conducting a SWOT analysis of the Chengdu Sports Institute Museum, and utilizing the 4M management, 5W display, and 4P marketing theoretical models, this study explores effective strategies suitable for Sichuan sports museums in terms of functionality, display, and marketing.

**Keywords:** Integration of culture and tourism; Sports museum; Development strategy

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## 1. Introduction

The Sichuan region boasts excellent sports and cultural resources, with two notable institutions: the Sports Museum of Chengdu Sports Institute and the Sports Exhibition Room under the Sichuan Provincial Sports Bureau. However, both have traditionally focused on cultural research and sports culture promotion, with limited social promotion and outreach. The 14th Five Year Plan for Sports Development in 2021 once again emphasizes supporting the construction of sports museums, sports halls of fame, and sports archives in various regions, and encouraging the construction of online sports venues and red museums. Sichuan, as the first province in China to establish a research institution for sports history in local universities, has three major advantages: historical sports relics, contemporary sports development literature and trophies, and ethnic sports. Exploring how to find the right development direction, seize development opportunities, and build important museums with regional characteristics in the new round of cultural and tourism boom under the strategic background of “cultural power” and “sports power” is an important work direction for the current Sichuan sports department. Investigating the development strategy of Sichuan sports museums and how to effectively combine Sichuan sports and cultural tourism to highlight the characteristics of local sports in Sichuan will be of great significance<sup>[1]</sup>.

## 2. SWOT analysis using the Sports Museum of Chengdu Sport University as an example

From a functional perspective, sports museums and historical museums are similar non-profit permanent institutions that promote cultural knowledge, foster the spirit of sports culture, and are open to the public. For educational, research, and appreciation purposes, they collect, protect, research, disseminate, and develop material and intangible cultural heritage related to sports. Museum institutions, as non-profit organizations that serve society and its development, are also important platforms for promoting cultural equality and educational equity. The main sports museums in the Sichuan region have exhibited a combination of research-oriented and educational characteristics in their development, but the functional attributes of dissemination are not prominent. To more clearly identify the problems in the current situation, researchers in this study conducted a SWOT analysis on Sichuan sports museums, using the Sports Museum of Chengdu Sport University as an example <sup>[2-4]</sup>.

**Table 1.** SWOT analysis of the current situation in Sichuan sports museums

<b>Opportunity</b>	<b>Strength competitive advantage</b>	<b>Weakness competitive disadvantage</b>
<ol style="list-style-type: none"> <li>1. Sichuan is a strong tourism province with a strong tourism market.</li> <li>2. Support and requirements for the development of sports and cultural heritage during the 14th Five-Year Plan period.</li> <li>3. The demand for educational functions of local museums, with representativeness and stable visitor flow</li> </ol>	<ol style="list-style-type: none"> <li>1. Strong ability in cultural and historical research, possessing rich historical materials and foundations in literature research</li> <li>2. The variety and quantity of historical relics are comprehensive.</li> <li>3. The venue has a large area and combines exhibitions with scenery.</li> </ol>	<ol style="list-style-type: none"> <li>1. The venue is located within the university and is not convenient for the public to visit.</li> <li>2. The single and outdated layout of the venue cannot keep up with the current display needs, the lighting design is outdated, and the lighting effect is poor.</li> <li>3. The funding support for school-level venues is weak.</li> </ol>
	<b>SO leverages opportunities to leverage advantages</b>	<b>WO overcomes disadvantages with opportunities</b>
	<ol style="list-style-type: none"> <li>1. Relying on strong unearthed cultural relics resources and a foundation in cultural and historical research, we will carry out collaborative theme exhibitions and enhance our influence with historical museums.</li> <li>2. Based on the internal advantages of universities, connect with primary and secondary schools in the district or city to carry out distinctive sports cultural, and historical education special activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Updating venue lighting and exhibition modes to adopt a diversified experiential space to attract crowds.</li> <li>2. Constructing multiple revenue-generating routes within the policy allows for the opening of museums as an economic source.</li> </ol>
<b>Threats</b>	<b>ST leverages its advantages to avoid threats</b>	<b>WT overcoming disadvantages and avoiding threats</b>
<ol style="list-style-type: none"> <li>1. Museums under the university system lack market economy awareness in management and development direction, and their development is slow.</li> <li>2. Other sister universities are also gradually establishing sports museums</li> <li>3. After the epidemic, the management of university gate posts has formed a psychological barrier to the flow of visitors from society.</li> </ol>	<ol style="list-style-type: none"> <li>1. Adhere to the exhibition mode of history exhibition and school history exhibition.</li> <li>2. Adhere to research as the main development goal, build a representative sports museum in Chinese universities, and rely on education models such as science and education and school education to establish industry benchmarks.</li> </ol>	<ol style="list-style-type: none"> <li>1. Launch a reservation system for social groups and design visual guidance routes on campus.</li> <li>2. Promote venues in collaboration with historical museums, expand influence, and gradually transition to a market economy.</li> </ol>

## 3. The positioning of cultural and tourism integration for the development of Sichuan sports museums

The integration of culture and tourism refers to the combination of the cultural industry and the tourism industry

for mutual development, using the cultural industry to promote tourism and vice versa. Sports culture, with its ideals of higher, faster, and stronger, is a shared human heritage and a guiding principle for the Chinese nation. The construction and development of sports museums play an important role in the dissemination and exchange of sports culture. Museum tourism is a cultural experience centered around museums, elevating mass tourism to a high cultural level.

For the development of sports museums in Sichuan, it is essential to deeply analyze the keywords “culture” and “tourism.” Culture serves as a carrier for research and learning, making the strengthening of research on sports culture and cultural history a primary goal for museum development. The direction for sports museums in Sichuan should break away from traditional and institutionalized ideas to become museums with new characteristics based on market-oriented models. The goal should be to position them as modern museums that combine the unique features of Sichuan’s local sports culture with new technology, innovative exhibitions, and modern market approaches <sup>[5,6]</sup>.

#### **4. Multi-focus development strategy under the 4M management mechanism**

To cater to the cultural and tourism development market, it is necessary to transform sports museums into multifunctional institutions. To achieve this, from a management perspective, the institutional setting should follow the 4M model (Management, Material, Men, Money). The administrative department should be responsible for comprehensively controlling the overall operation of the museum. The cultural relics and exhibition departments represent the material aspect of the museum process, extracting the main value through research and display of cultural relics. The cultural department should address funding by generating independent income through cultural and creative activities, “full experience” parent-child study tours, and paid cultural activities, in addition to government-allocated funds. This independent income plays a crucial role in the development of museums <sup>[7,8]</sup>.

Sports museums benefit greatly from the multifunctional development guided by the 4M approach. Based on this method and the characteristics of sports, the functions of sports museums can be outlined as follows:

- (1) Administrative functions: Museum management and development, logistics support, etc.
- (2) Display function: Promoting sports relics, sports event culture, and educational activities.
- (3) Academic functions: Encouraging activities such as cultural relics and sports culture research, lectures, and scientific research.
- (4) Cultural function: Conducting commercial activities such as developing and selling cultural and creative products based on the principle of “activation.”
- (5) Promotion function: Ensuring multidimensional protection and promotion of museum exposure.
- (6) Activity function: Planning and executing sports activities in conjunction with sports projects.

These six major functional centers should be developed simultaneously to promote the overall growth and effectiveness of sports museums.

#### **5. A 5W-based display design strategy**

Museum exhibitions are a highly interdisciplinary and comprehensive design discipline that involves communication studies, psychology, aesthetics, architecture, sociology, and ergonomics. Traditionally, exhibitions have been centered around visual behavior, with most exhibition routes designed around human visual perception. However, SWOT analysis has shown that organizing sports museum exhibitions strictly according to historical timelines does not yield optimal results. Therefore, new strategies must be adopted for

the exhibition design of sports museums. Innovative and local exhibition design is a crucial factor in enhancing the core competitiveness of Sichuan sports museums<sup>[9]</sup>.

The 5W analytical method is commonly used in art management to design exhibition spaces. From an information dissemination perspective, display serves as a communication bridge. American scholar Harold Lasswell summarized display as the “Five W” model: “who,” “says what,” “in which channel,” “to whom,” and “with which method.”

According to the 5W principle, Sichuan Sports Museums interpret “who” as the hosting department of sports museums, which is the most critical department. Famous scholar Kurt Lewin first proposed the concept of gatekeepers, emphasizing the importance of “who” elements in long-term practice. “What” translates to the exhibition content, typically determined by the theme department. Corresponding to the “14th Five Year Plan” for sports development in Sichuan, the core of future sports museum exhibitions should promote the Sichuan sports spirit of loving the motherland, promoting sports, exploring new paths, and striving for first place. This involves implementing sports culture dissemination projects, developing digital tourism, executing comprehensive cultural inheritance projects, and promoting ethnic sports and sports projects for the “three people.”

The exhibition content (“what”) should be positioned into four major sections: sports history and cultural relics, major event documentaries, sports hall of fame, and local characteristic sports. “Whom” refers to the target audience of the exhibition. Given the educational nature of museum functions, students are the core audience, while the general public, driven by cultural and tourism interests, are also important visitors. Exhibitions should therefore be educational, interesting, and experiential.

The method used for display (“which”) involves different approaches to meet the diverse requirements of the display content and the audience. Educational goals are mainly achieved through historical relics and documents, fun through digital media, and experiential needs through participatory displays. For example, sports history and cultural relics are best displayed using physical objects and literature, while sports events and halls of fame benefit from media displays. Local characteristic sports, which are highly participatory, can be showcased using VR, ensuring a correlation between display methods and content<sup>[1,10,11]</sup>.

Based on this research, the display design strategy for sports museums in the Sichuan region should adhere to traditional display modes while developing innovative methods. The strategy includes:

- (1) Using conventional display exhibitions as the main display mode, supplemented by media exhibitions that employ video playback, 3D dynamic effects, and digital museum systems. VR sensory display projects should be developed conditionally to form a three-level display complex.
- (2) Combining “static” exhibitions with “dynamic” exhibitions, leveraging the mobility of sports to create a unique exhibition mode that integrates observation with active participation, thus attracting more tourists and encouraging longer visits.
- (3) Building a local exhibition hall themed around Three People’s Sports. Local sports are highly representative resources for local sports museums, and these resources must be fully utilized to create characteristic museum spaces. Independent exhibition halls with unique features, such as dragon boat racing, horse racing, ethnic wrestling, and gambling, can be designed to enhance the exhibition experience<sup>[12]</sup>.

## 6. Promotion strategy based on 4P

Jixiang Shan, former director of the Palace Museum, believes that museum marketing aims to protect the safety

of cultural relics, ensure social services, integrate and regulate the internal elements of museums, meet the needs of the public and society, create a good living environment for museums, and maximize their value. In the context of cultural and tourism development, the promotion of sports museums cannot be separated from the study of marketing theories. In this study, the 4P theory is proposed as the basis for the promotion strategy. The 4P theory is a marketing mix strategy that elucidates the ways in which products, prices, channels, and communication work together in marketing activities. According to marketing expert Maixi Gu's theory, the four parameters of marketing are Product, Place, Promotion, and Price and Cost Barrier. In the promotion research of sports museums, it can be transformed into a research approach of one center with three parameters. One center refers to the process of marketing and promotion centered around the museum's IP. Museums are the target products for promotion. The three parameters refer to where to promote, how to promote, and how much money to spend on promotion<sup>[13-15]</sup>.

In the marketing process of sports museums in Sichuan, it is necessary to first change the historical attitude of not marketing. Sports museums are already commercial tourism institutions with market economy characteristics in the context of cultural and tourism development, and their own development will be influenced by market development laws. Secondly, in the marketing process, it is necessary to carry out marketing in stages. Due to its unique nature and different models from other commercial entities, it is necessary to control the investment of marketing expenses in the initial stage, carrying out marketing with zero investment, and gradually accumulating popularity through cultural relics academic activities and conferences, primary and secondary school quality plans, and other functional entities to achieve self-service fund generation and fund accumulation. When it is necessary to expand its influence and achieve the goal of exponential flow of people in the middle stage of development, it will shift to high-investment marketing, such as relying on the unique advantages of sports museums in the sports industry to jointly organize naming activities in major events and form endorsement or collaborative relationships with sports stars to promote. Thirdly, in the marketing process, it is necessary to fully leverage the advantages of sports museums, especially in high-investment marketing, which requires detailed marketing plan analysis, marketing risk control, and estimation of marketing results.

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## Disclosure statement

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