

# Taiwan Taekwondo Coach Starts an Undertaking of Taekwondo Club in China: A Case Study of Shao-Hsien

**Tseng**

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## **Abstract**

Taekwondo clubs are the mainstay of the development and popularization of Taekwondo in Taiwan, behind the glory; it must be the result of the joint efforts from the players and coaches. However, many kinds of literature focused on how to show the maximum strength value with the lowest physical loss; by using precise scientific data and parameter, trying to improve the athletic performances, in order to reach a higher level of sports competition. Although the argument is beyond doubt, it lacks of humanistic care. The purpose of this study was mainly using a qualitative research method an in-depth interview on case coaches (research object) sharing their own successful experiences, and participant observation method as well to understand and confirm the beginning to end. Case coaches experienced the hardship in Taoyuan, Taipei and finally rooting in Xiamen, showing the indomitable spirit of Taekwondo. Their successful experience is worth to follow and learn for young coaches.

**Keywords: Taekwondo club management, Xiamen, Qualitative Research**

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## Introduction

The Taekwondo clubs are where the Taekwondo sport develops and being well-known internationally in Taiwan (Su, Chiu, & Lee, 2015). When the Minister of National Defense, Mr. Chiang, Ching-Kuo, visited South Korea and inspected their military training in 1966, he learned that White Horse Division, a Korea army, who was being brave and good at fighting in Vietnam War, enhanced the military's stamina and combat skills based on Taekwondo training. In 1967, Taekwondo was introduced in an attempt to improve the military power (Chiu & Tsai, 2007). Since then, Taekwondo has begun spreading widely in Marines army, at first trained the teachers and gradually expanded it to the military forces of marine, navy and air force.

On 1973 May 10, the Republic of China Taekwondo Association was established, and the Commander of Marine Corps, General Yuan, Kuo-Zheng, served as the first chairman (Tsai & Chiu, 2004). In 1978, most retired military men from different service point and those who were once Taekwondo trainers founded their own Taekwondo clubs in abundance. The Taekwondo club expanded widely and reached its popularity in rapid. On July 1, 1987, National College of Physical Education and Sports (now as National Taiwan Sports University) was formally established. Those alumni mastered Taekwondo decided to stay at their alma or returned to their hometown to continue teaching Taekwondo sport. The development of Taekwondo sport now reached a maturity period (Chiu & Tsai, 2007). As we all know, whenever a stepped into its mature stage, it started saturated in marketplaces and soon declined gradually. Jane (2007); Lee and Lee (2010) pointed out that the development of Taekwondo club showed a recession, which was related to the falling birthrate and lack of attention from government and enterprises, making a hidden danger in the overall development. Operators were facing more competition. They had to seek for changing in order to stand out among competitors. In addition to the rigorous advance system and coach qualification advance system, Taekwondo paid more attention to seniority and ethical value. Besides tangible qualifications, intangible ethical values made constraint. Kao (2007) pointed out that Taekwondo is a sport of seniority. The opinions of senior coaches have certain influences on the young generation. When the sport reached its maximum saturation level in the marketplace, the young generations went to Outland for further opportunities. The unfamiliar conditions of outland made them struggle with life undoubtedly. Those novice coaches without any teaching experience and lack of caring from their senior had to compete with others in the career. These problems not only increased the difficulty but

also made those novice coaches feel deterred, forming one of the hidden concerns to the development of Taekwondo in Taiwan.

This study used depth interview method of qualitative research, browses the successful case of experienced coaches and supplements the participant observation method to understand and proof the cause and consequences of the sport. With an in-depth interview outline confirmed by experts and scholars, three field observations in the Taekwondo clubs where case coached in-charge were made. The case coaches, trainers from different training clubs and their training assistants participated in the observation and in-depth interviews. While students were randomly interviewed. Through observation of teaching activities, the teaching contents, venues, equipment, number of the interaction, interaction between coaches and students were understood and carried out a triangulation verification. The main researcher is a senior coach of Taekwondo, engaged in Taekwondo teaching since 1989. He had experiences in operating Taekwondo hall, training school team and guiding school community. Therefore, it is possible to quickly understand the key factors such as the operation of the club and school training. This helped to study the information obtained with accurate interpretation. Besides initiative participation in the training, the behavioral relevance of the club, trainees and parents were collected, followed by the recordings and inspections of observation contents to discover the hidden highlights or propose the result of case coaches. Then the findings of both in-depth interviews and analysis were enhanced and proved. We look forward to making the experiences of success case coaches as references for Taiwan's Taekwondo young generation to invest themselves in the field.

## **Method**

### **Procedure and participants**

This study had used informal interview method to invite case coaches to describe their experiences and noted it down. It is able to understand and explore the related events and specific characters from the narratives. This study had field observation in Fujian Xiamen, China on 16<sup>th</sup> to 20<sup>th</sup> July 2014, 15<sup>th</sup> to 19<sup>th</sup> August 2017 and 8<sup>th</sup> to 10<sup>th</sup> October 2017, and discussed with the case coaches so as to clarify the key to the successful development.

The research object group has been involved in Taekwondo training for more than 25 years, thus it understands the training management and the cultivation of talents. In addition to the access to a variety of diverse research literature, it is also possible to contribute to the reliability of qualitative research through the member's

inspection and research reflection. The in-depth excavation and organization of practice is able to highlight the value of academic research (Su, et al., 2015). Lee, Lin, and Liao (2015); Kao and Huang (2005); Janesick (2000) declared that the reliability of research (similar but not identical concepts on reliability and validity of quantitative research) collect information through multiple ways, peer review mechanism, multi-view interpretation, and multi-check concept to explore the phenomena, the crystallization inspection is able to collect cross database comparison, conversation about concepts between research objects and thick description, strive for crystal clear and thorough.

### Methodology

Qian, Wu, and Zhao (2007) declared that narrative research is especially focused on narrator's personal experiences which convert the object from knowledge event to a human event. Meantime, explain and idealize the behavior of a person or group by using psychoanalysis technique. Pan (2003) said that, reliability and validity are derived from quantitative research as the reliability refers to consistency and validity refers to authenticity. In order to control the reliability and validity of this study, the methods shown as below had improved the rigor of research:

#### *Credibility*

Through long-term investment prolonged engagement, persistent observation, triangulation, enough adequacy materials, peer debriefing, member check, and reflective journal. The main researcher and case coaches have a stable master and apprentice relationships of trust that familiar with each other so that the most authentic information can be collected. The continuous observation and analysis allow to understanding the problem deeply. Prolonged and persistent observation can provide the breadth and depth and establish the validity of information from various data sources, methods, research objects or theories, the higher the consistency of data obtained from different sources, the greater the effectiveness of the research results. The hypotheses or ideas, and preliminary analysis results are able to express failures and pressures in the research process, meantime, peer plays the role of the questioner who can point out the possible bias of researchers and provide different opinions, also testing the hypothesis, next step of research and give a listening ear.

#### *Transferability*

The experiences and feelings narrated by respondents had converted from a spoken statement into a written statement, increasing the data translatability which known as the thick description. Researchers can carefully convert the data context, intentions, meanings and actions into written materials (external validity).

### *Dependability*

Reliability information is still the emphasis of the data collection strategy used in the research process (internal reliability). According to the method above, the reliability and validity of this study were confirmed, the information provided by respondents in the course of the interview was flexibility adjusted and the narrative was made. It is finally converted into a manuscript which is confirmed by case coaches.

## **Results and Discussion**

### Case context and scale of Operations

Taekwondo is a military skill displayed by South Korea during Vietnam War and later transformed into a national identity (Hwang, Lien, and Ho, 2011), gradually promote Taekwondo into the Olympics within a planned national system (Lee, 2017). In 2000, Taekwondo became an official medal sport in the Olympic Games, Taiwan has won 2 golds 1 silver which created the best result in history. Up to now, Taiwan has won 2 golds, 1 silver and 5 bronzes of remarkable results. Behind the glory, it must be the result of the joint efforts from the players and coaches. However, many kinds of literature focused on how to show the maximum strength value with the lowest physical loss; by using precise scientific data and parameter, trying to improve the athletic performances, in order to reach a higher level of sports competition. Although the argument is beyond doubt, it the lack of humanistic care. In addition to cultivating Olympic medalists included the top players and coaches, the hard training by day after day and year after year is a great success. If there are not a large number of grassroots coaches, cultivating new blood, and guiding the first-level players, how did Taiwan's Taekwondo team compete for top players?

Therefore, this study focused on Grassroots Taekwondo Entrepreneurship, the success of the operation of the Taekwondo club in order to understand the behind-scenes-heroes who silently promote Taekwondo.

### *Professional Ability*

Case coaches in Taiwan, South Korea, and China respectively obtained 5<sup>th</sup> Dan, Level B Instructor; Grading Examiner; Professional Qualification Certificate and so on as shown in Table 1.

Table 1: Taekwondo professional license of case coaches

Region	License	Issuing Unit
Taiwan	5 <sup>th</sup> Dan	Chinese Taipei Taekwondo Association
	Level B Referee Coach	
South Korea	5 <sup>th</sup> Dan	Kukkiwon
	Grading Examiner	
	Level 3 Coach	
China	Professional Qualification Certificate	People's Republic of China
	Level 1 Taekwondo Referee Qualification Certificate	Ministry of Education, China
	Intermediate Coach Qualification Certificate	Association for Taekwondo Branch
	Greater China Taekwondo Intermediate Coach Qualification Certificate	Ministry of Education, China
	Greater China Taekwondo Level 1 Referee Qualification Certificate	Association for Taekwondo Branch
	Greater China Taekwondo Intermediate Coach Qualification Certificate	Chinese Taekwondo Association
	Greater China Taekwondo Level 1 Referee Qualification Certificate	Chinese Taekwondo Association

Many different regulations are derived due to the different fields, such as China, because of its vast territory, each province, cities and districts have different regulations and systems. Case coaches participate actively in coaching and refereeing on the principle of localization for survival, in addition to improving the essential learning ability, also actively involved in and combine with local organizations to become stronger and make influences, as well as marketing own case coaches which are different from the local coaches.

## Operating Scale

### *Club Scale*

Among the case coaches, there are total 4 Taekwondo clubs (Table 2), guiding 7 Taekwondo clubs (Table 3); 4 full-time instructors, 2 part-time instructors and 4 teaching secretaries (interview updated on 19<sup>th</sup> January 2018).

Table 2: club operated by case coaches

Club	Year	Scale (sq. ft)	Remarks
Jinshan	2012	30	Relocation once, Original pavilion 3558 square feet
Wuyuanwan	2015	100	Relocation once, Original pavilion 1067 square feet
Xiamen University	2015	90	
Andou	2017	100	

The first founded club was in Jinshan which located in Huli District, Xiamen City, Fujian. Huli is the origin of economic zone in Xiamen, economic conditions of the residents considered as middle and upper classes. The Jinshan club located on the 2<sup>nd</sup> floor of shopping mall and covers an area of 100 sq. ft. The equipment provided is complete, a large area of children's rest area is built with toys and books. After the opening of the club, it has never been able to recruit students and almost to stop this

business and find another job. Fortunately, the strategy was amended under the advice of many seniors and the operation was climbed gradually. The club intakes males and females, from kindergarten to Ph.D. candidate, and intakes whoever is 5 years old above, it showed that it has a wide range of operations.

Table 3: The Taekwondo clubs coached by case coaches

Clubs	Recruiting
1 Kindergarten	Kindergarten
3 Primary Schools	Primary
Music School	Junior High School
Special Education School	Deaf students
Xiamen University Taekwondo Club	College student, master's degree, postgraduate
Strait International Community	All
Kiddie English	All

Taekwondo club in Special Education school only opens for their own students which almost 50 students in total. The club is in free of charge voluntary guidance and there is no extra charge or selling Taekwondo clothing or equipment. This benevolent act of love becomes a good story and wins the support from local residents.

A huge business brings good revenues and sufficient manpower support. The coaches are responsible for coaching and controlling revenues, also take part or cooperate with the tournaments and grading, in order to expand the operations, it also organizes the national coaches training course.

#### Overview of Entrepreneurial Journey

Entrepreneurial and Success can't be equal or obtain easily; it always needs to spend a lot of preparations and efforts to get a higher success probability. After several times of defeat, case coaches even once considered to give up, yet, luckily it has turned into a better situation. At present, the training Club which operated by case coaches have become the indicative Club.

#### *Taekwondo inherited and learning*

Coach Huang, Sheng-Ye involved in Taekwondo since childhood. His mentoring coach is Chiu, Xu-Yuan (8<sup>th</sup> Dan black belt) who was the general director of Taekwondo committee in Taoyuan, currently faded out from Taekwondo circle and committed to the Chinese rehabilitation. Coach Chiu, Kung-Cheng (8<sup>th</sup> Dan black belt) and Chiu, Xu-Yuan are taught by the same coach.

Huang, Sheng-Ye, the mentoring coach of case coaches graduated from Chung Yuan Christian University. He opened Taekwondo class in Zhongli district, Taoyuan, yet he was left Taekwondo circle and went to work in Guangzhou and Shenzhen due to poor management. Therefore, case coaches were wandering around to seek for

good coach and met with Coach Chiu. Later, Chiu wrote a recommendation letter to assist the case coaches to obtain to Xiamen Research Institute. Case coaches have worked as coaches in Taipei and Xiamen to earning living expenses and have been able to learn Taekwondo guiding skills and also business management. Case coaches did not forget to enrich themselves during working, they wished to attend Xiamen Research Institute and then extended their reach into Xiamen University. Case coaches were forced to apply part-time work during the schooling period as they are not well-off, they hoped to increase their incomes not only for entrepreneur also improve their family situation.

*“When I was in high school, Coach Huang took us to the Zhongwu Taekwondo club for a friendly match. We were blamed by Coach Huang because of inappropriate behavior to Coach Chiu, Kung-Cheng. Coach Huang said to me: ‘This is my very respectable Taekwondo coach, you ignore the etiquette when talking to him, that’s equal to my rudeness to him, it is insulted.’” (Tseng, Shao-Hsien interviewed excerpt on 20<sup>th</sup> Feb 2018)*

*“Shao-Hsien, the word of ‘Do’ from ‘Yong-Ming Taekwondo club’ means respects but also regards Huang as my father. You deviated from hometown for dreams (referring to case coaches), earning not much money, but it has long been a model of Xiamen University and community. I am proud of this life, and hope that this Taiwan’s pioneers can be just like a blossoming flower in China.” (Huang, Sheng-Ye interviewed excerpts on 28th Sept 2017)*

According to the interview excerpts above, the relationships between case coaches and their mentoring coach is very close and caring to each other, both are treasure this fate, they are still kept in touch although staying in different places.

#### *Hard work and Failures*

In 2012, case coaches remitted ¥150,000 (exchange rate was 1:5, which was NTD 750,000) and used to open Jinshan club. It is not easy to intake students.

#### *Culture differences.*

Although Xiamen and Taiwan are in Chinese culture, the long-term separation creates two different cultural customs and cognition.

(I) Consumer behavior. Local people have the habit of counter-offering (discount). For the low tuition price, they will feel that this club is not good at teaching Taekwondo; for the higher price, it cannot stimulate students to enter.



(II) Marketing differences. Due to the vast territory of China, the people always think that enterprise should be big and great, more focus to the façade. Thus, the establishment of the Taekwondo club invested higher funds compared to Taiwan and also focus on marketing, the opening cost is not low.

Conservative. Case coaches are influenced by Taiwan coach under Taiwan education, as the style of work is more conservative and cautious. The operation strategies cannot be combined with the needs of the field.

Many competitors. Sun, & Liu (2005) pointed out, there are 2,000 clubs in China, but some of the coaches are not qualified in Taekwondo which some of them are from kickboxer, free combat, boxing and so on, thus their basic skills are not good enough, yet locals love to exaggerate as even do not have the qualifications of qualified coach, but they raise funds to open the Taekwondo club. Therefore, the market is very chaotic and affecting the image of Taekwondo and the operation.

In the initial stage of the entrepreneur, the income is lower than expenditure which not able to recruit a coach to assist the training and improve training quality. The assets of the business are greater than the loads, being unable to support family living expenses and even questioned by mother. There is like a wrestle between continue stay or leave Xiamen.

In past, there is a word “Good iron has not been nailed, Good man have not been soldiers”, the concept of literary is better than martial arts gradually deepened in hearts of people during Tang dynasty. The worthy of the concept of sports consumption is still changing in universal value. Learning Taekwondo and how to get consumer recognition are relying on Taekwondo coaches how to think and draw up marketing strategies in order to attract consumers.

### *Operation Strategy*

#### *Assimilate into the local*

##### (I) Pricing and discounts

The local used to have counter-offering (discount), the pricing and discount price and discount strategy must not be common in order to attract consumers to consume. Therefore, a multi-diversity billing method is adopted for consumers.

##### (II) Large venue

The Public has a high degree of acceptance for a larger venue, the venue should have enough floor space to attract students. Therefore, the floor space of the venue must be checked and replaced to a suitable one. The populous and well condition area do not hesitate to rent, and insufficient fund able to loan from the third party.

### (III) Provide Facilities

Due to the improvement on living standard, parents prefer the hall where have more facilities provided. Apart from providing the facilities relevant of the Taekwondo, air-conditional, toilet, bathroom, rest area, study area and etc can be provided, in order to increase the confident of the parents toward the hall.

### (IV) Publicity

Enhance the impression of consumers (parents) by highlighting the professional image of the coaches through social media. Case coaches said that they used WeChat friendzone to promote themselves is succeeded.

A case coach was faced to close down their job due to the poor operating method. After referred to the suggestion of the experienced seniors, they crossed the problem by adjusting the operating strategy, loan from third part to pass the funds shortage, enlarge the area of the hall, increase the facilities, increasing the salary of the staff, focus on the quality of the coaches and complete the mission on time. Follow up the situation of every club every week during a meeting, and making good use of the internet by posting the professional image through the social application and etc, to increase publicity and grab the opportunity marketing themselves.

### *Taiwan Priority*

Coach, in this case, will always bring his student team to Taiwan and Korea to participate friendly match or training, not only showed that Taiwan's coach ability and professional human force support, that ability to connect with international new training method. There are a lot of coaches from Xiamen who are without a good system like Taiwan coach to train the trainee, they just inject lots of funds and enlarge the scale to attract people make the shortage of talented in Taekwondo. Therefore, the coach of the case study always sends his students to others country to explore the traditional and innovative Taekwondo method, in order to make them learn new and develop their own style.

Although, the China team trained up many Taekwondo talented, the poor coach management makes the shortage of the Taekwondo coaches. China is looking forward to Taiwan Taekwondo system, therefore Taiwan coaches have more advantage compared to Hong Kong, Macao, and Korea.

### *Alliance of Different Industry*

Case coaches had corporate with Xiamen Heng-Tuo Electronic Information Co., Ltd. (Figure 1), to develop the Smart Pad; training system, and applying the copyright in America, China (106218605) and Taiwan (106218606).

The product has been passed the test and to be produced. Recently the product has been displayed in the various exhibitions relevant sport and waiting for the good timing and place the product in the market.



Figure 1: Tata-Punch company located in Xiamen (Torch Creation Space-Technology Park)

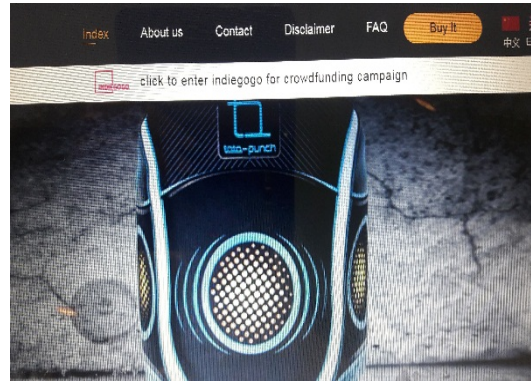


Figure 2: Internet image of Tata-Punch, retrieved from <http://www.tata-punch.com/>

The case coaches teaching Xiamen University Taekwondo team, combined with the school's teachers and local R&D talents to form a company to develop a smart hit training device (Figure 1 and Figure 2). Smart combat pads, similar to electronic protective device, can be worn and placed on the ground. When wearing the device able to kick, step on and conduct hit training and reaction training. Immediately feedback the trainee status through the application program and lighting display. The device allows both trainees and coaches to see the training results clearly. The device can optimize the training mode, enrich the training teaching activities, and can also be used in competition, is a multi-functional hit training equipment. Tata-Punch combines the product with the International White Collar Boxing Competition organized by Shenzhen White Collar Culture Media Co., Ltd. as a scoring device (Figure 3). In addition, participated in the China Boxing Sports Co., Ltd. (Zhongquan Sports, 2018) to hold the China Boxing Championships carry out device experience and publicity (Figure 4). The company's device was also sent to the Chinese Taekwondo Team and the Taiwan Normal University Taekwondo Team for kick testing.



Figure 3: White-collar boxing event. (provided by case coach)



Figure 4: The live scene of Chinese Boxing Championship. (provided by case coach)

If the device is no defects and the price is reasonable, it must be universalized. At the same time for improving the training and promotion of Taekwondo, it showed the business opportunities of different industries.

*Proactively participating in Taekwondo events*

In order to increase his reputation, the case coach proactive to participated the China and Taiwan Taekwondo events, highlighting his professional and show his influences (Table 4).

Table 4: Civil society position of case coaches in Taiwan and China

Organization	Position	Field
Taiwan Taekwondo Sport Society	supervisor	Academic
China Masters Association - Xiamen Branch	president	Poomsae

Chairman of the Taiwan Taekwondo Movement Society, Professor Tsai, Ming-Chih of Fu Jen Catholic University. Its purpose is to cultivate high-quality Taekwondo sports professionals, enhance athletic strength, and enhance the development of specialized sports skills and academic research (Taiwan Taekwondo Sports Society, 2018). The master will be from the Korean system and will be founded by Korean coach Kang, Shin-Chul. Under the leadership of President Li, Chao, the master of China, all provinces and cities have their own branches and have a certain influence in China. Case coaches use the participation of the community to improve the academic level of Taekwondo and understand the rules and regulations; participate in the dedication of their own efforts, and also personal reputation, showing the individual's influence in the local.

In the past, Taiwan’s senior Taekwondo coaches Shi, Jia-Ming, Yan, Yu-Long and Li, Li-Zhong, and traveled across to China to run their successful experience of the Taekwondo Hall. Many cases have pointed out that the crisis is a turning point and

do not afraid of failure. Therefore, it is recommended that young coaches seize the opportunity and be brave enough to accept the challenge. If there is no chance in Taiwan youngest can also go to another country to start their business.

### Condition of Success

The SWOT analysis is a way to assess the strengths, weakness, opportunities, and threats. SWOT involved the objectives, internal and external factors that are favorable and unfavorable to achieve those objectives. The coach still owed 2000,000 RMB in debt, adjusted operating strategic, the joint venture with other industry, participating community to show their influences in order to achieve his objectives. Chen (2001) study stated that the location and surrounding environment of the hall needs to be well planned. Peng and Hsieh (2008) said that the success of the hall operating depends on its facilities and event planning. Zhongwu Taekwondo club operating strategic, high investment, rental and select the accessible location is importance as the larger space and comfort of the hall. Chen (2009) thinks that the halls need to be located at the high accessibility location. Hsiung, Liu, Wang, & Wang (2014) pointed out that the training style of the coach, learning atmosphere and the reputation of the coach is the priority of the trainee when making the decision. By the way, the learning atmosphere is influenced by the condition of the location. Therefore, investment in coach management, location and facilities are key factors to make the business success.

The Researcher visited Xiamen Taekwondo club 3 times and found out that the coach operating his club assimilate with the local marketing philosophy, emphasize the finesse of the Taiwan Taekwondo and the life etiquette of the trainee (Figure 5). Besides combining the local consumption habit, increase the fees and make the promotion afterwards charging the tuition fees by counting the attendance (Figure 6), telemarketing.



Figure 5: Shenwu Taekwondo training

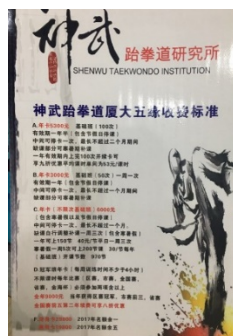


Figure 6: Shenwu Taekwondo expenses standard

Make good use of self- advantage like social relationship by sending the team to international competition, training, researching exhibition, holding the event, self-market and founding own brand to establish the leadership position in the local market. Shown as (Figure 7 & 8).



Figure7: organize an instructor training course



Figure 8: Students take Grading

The coach is very humble, have the reasonable expectation to his subordinate, attitude supple, effective and efficient. During the interview, the researcher realized the social relationship of the coach is very broad as the parents of the trainees have come from different background. Besides that, the coach showed his leadership in directing his employees to complete the task on time. The coach also funding the investment to enlarge his business, provide more facilities, correct the traditional concept, positive when faced the problem, breakthrough the different culture to formulate the marketing strategy, the joint venture with a different industry, proactive to participate the social activities, highlighting own capabilities and market himself. All of this makes his business success.

During the interview, the coach shared his entrepreneur journey and the problem he faced. The researcher feels empathy and respect the dare of the coach.

## Conclusion

The three case coaches who struggled in Taoyuan, Taipei, and Xiamen and finally settled down in Xiamen, showed their spirit and persistence to Taekwondo. Their successful experiences are worthy for younger coaches to learn. Taiwan's Taekwondo had developed earlier than China, and the marketplace is approaching saturation. The late development of China with wide-ranging and high population, however, faced the problem of limitation in development date and insufficiency in Taekwondo trainees, so that Taiwanese coaches could take advantages. They could create the incredible life of Taekwondo with precious senior advice. In the future,

visiting a well-trained coach from abroad to conduct interviews and study experiences will make a reference for young generations who are interested in Taekwondo.

#### Limitations and Future Study

The results of this study were only for the Taekwondo sports and coach Shao-Hsien Tseng personal club model, which may be limited by the characteristics or individual subjective consciousness of other sports. It is recommended to conduct qualitative and quantitative research on the business model of different Taekwondo clubs and well-known Taekwondo coaches to assist in the lack of research methods.

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## 臺灣跆拳道教練赴中國開館創業研究-以曾紹先教練為例

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### 摘要

跆拳道館是臺灣跆拳道發展普及與揚威國際的中流砥柱，國人讚譽其輝煌成績的背後，必然是選手及教練共同攜手努力的成果。然而眾多文獻聚焦如何以最低的體能損耗，展現最大力量值；透過精確的科學數據，提供參數，試圖完善運動表現，以達更高境界的競技運動之林；論證無庸置疑，但卻缺乏人文關懷。本研究以質性研究的深度訪談法開啟個案教練分享成功經驗，參與觀察法為輔，瞭解及印證事件發生始末。個案教練歷經桃園、臺北、廈門三地的淬煉，最終在廈門落地生根，展現不屈不撓的跆拳道精神，其成功的經驗值得年輕教練效法、學習。

**關鍵詞：**跆拳道館經營、廈門、質性研究