



Developing a 7S Framework-based Management Guideline to Promote Community Qigong Clubs in Xi'an, People's Republic of China

Yang Hanzhen¹ and Pattarapol Maharkan²

Faculty of Sports Science and Technology, Bangkokthonburi University, Thailand

¹E-mail: paulsport@gmail.com, ORCID ID: <https://orcid.org/0009-0007-6648-6778>

²E-mail: yanghanzhen313@gmail.com, ORCID ID: <https://orcid.org/0009-0003-5761-7036>

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Abstract

Background and Aim: At present, community-based Health Qigong clubs in Xi'an City still face significant challenges in management practices, such as loose organizational structures, insufficient professional instructors, a lack of standardized guidelines, and weak safety monitoring mechanisms. The main objective of this research was to develop the 7S framework-based management guideline to promote the community qigong club in Xi'an city, the People's Republic of China.

Materials and Methods: This research employed a mixed-methods design, combining quantitative and qualitative approaches. The research population covered 32 communities in Beilin District, Xi'an City (People's Government of Beilin District, Xi'an, 2023). A total of 359 questionnaires were distributed to investigate the current management problems related to promoting community Qigong clubs, with 320 valid responses collected. In addition, five experts were interviewed to provide consultation on the draft of the management guideline. The guideline was then refined through a focus group discussion with nine experts and further validated by seven experts using the connoisseurship method.

Results: The research results found that the finalized management guideline was developed under the 7S management framework (Strategy, Structure, Systems, Staff, Skills, Style, and Shared Values). The results indicated that, based on the 7S framework and questionnaire analysis, most dimensions demonstrated moderate to high problem levels ($\bar{X} \geq 3.51$). Consequently, the management guideline encompassed seven key dimensions: 10 strategy guidelines, 8 structure guidelines, 10 system guidelines, 8 staff guidelines, 8 skills guidelines, 8 style guidelines, and 8 shared values guidelines. In total, 60 specific guidelines were proposed, forming a systematic, clearly structured, and practically effective framework for promoting community Qigong clubs in Xi'an City.

Conclusion: The management guideline for community Qigong clubs in Xi'an, designed by the researcher and validated through expert review, was found to be scientific, reliable, and applicable. Overall, the study provides both theoretical support and practical strategies for advancing the integration of Health Qigong into urban community life, while ensuring sustainability and cultural inheritance.



Keywords: Community Qigong; Management Guideline; 7-S Framework; Xi'an City; Health Promotion

Introduction

The importance of physical activity in preventing chronic disease, maintaining mental health, and supporting overall health and well-being has been frequently stressed by the World Health Organization in recent years. This idea is also highly echoed in the Healthy China 2030 outline and National Fitness Plan (2021–2025), the government work reports, and other policy documents in China, where traditional practice such as Health Qigong is regarded as an important measure to improve population health and pass down cultural heritage (General Administration of Sport of China, 2021). As an indispensable part of traditional Chinese culture, Health Qigong exercises offer both physical and psychological benefits through a combination of breathing, bodily movement, and mental regulation. Moreover, its advantages of low cost, safety, and convenience for all ages make Health Qigong particularly suitable to be promoted in communities.

However, in reality, the establishment and development of community Qigong clubs in Xi'an encounter some management problems, including disordered organization, lack of professional coaches, absence of a standardized management system, imperfect venues and facilities, insufficient safety system and monitoring system, as well as limited use of digital management tools, course innovation, and brand building. As a result, the clubs are often unable to attract younger participants and sustain healthy development. The lack of an effective guideline that systematically organizes and standardizes community Qigong clubs based on contemporary management needs and social reality in the context of culture preservation is thus identified.

Therefore, this study aims to design a management guideline for community Qigong clubs in Xi'an by integrating the McKinsey 7S Framework (McKinsey & Company, 1980) with an empirical study. In a mixed-methods design, the status quo and problems are first explored and analyzed by literature review, expert interviews, and questionnaire survey. Then, an improvement strategy for community Qigong clubs and a management guideline are developed according to the 7S Framework and other management theories. In the next step, the guideline is tested and refined through focus groups and the connoisseurship method. The study finally arrives at a guideline for community Qigong clubs in Xi'an, which is both evidence-informed and practicable, with the view of improving the level of standardization and professionalism in Qigong clubs, promoting well-being in the community, and contributing to the national fitness program (General Administration of Sport of China, 2021).



Objectives

The main objective of this research was to develop the 7S framework-based management guideline to promote the community qigong club in Xi'an city, the People's Republic of China.

Literature Review

1. Community Qigong Management

Community-based Health Qigong has become an important component of China's National Fitness Plan and Healthy China 2030 Outline. As a traditional sport that integrates breathing, movement, and mental focus, Health Qigong not only improves physical fitness but also enhances mental well-being and community cohesion. However, its development at the community level often faces issues such as loose organizational structures, lack of professional instructors, inadequate venues, and insufficient safety measures (Li Zhigang, 2020; Zhang Tao & Wang Li, 2021; Chen Xiufang, 2023). Previous studies emphasize that without standardized management guidelines, community Qigong activities are highly dependent on volunteers and grassroots organizations, which limits long-term sustainability.

The integration of modern management theories into Qigong club governance has been suggested as a potential solution. The McKinsey 7-S Framework (Peters & Waterman, 1982) provides a comprehensive lens through which to evaluate and improve organizational effectiveness. By examining the interrelated elements of strategy, structure, system, staff, skills, style, and shared values, the 7-S approach allows researchers and practitioners to identify weaknesses and propose systematic improvements for sustainable development.

2. Health Benefits and Fitness Functions of Qigong

Health Qigong emphasizes the integration of breathing regulation, body movement, and mental focus, which contributes to a holistic improvement in physical and mental fitness. From a physiological perspective, Qigong enhances cardiopulmonary function through controlled breathing, strengthens muscle flexibility and joint mobility, and improves static and dynamic balance (Zhang & Wang, 2021). For the elderly, regular practice of routines such as Ba Duan Jin and Wu Qin Xi helps to increase lower limb stability, reduce the risk of falls, and improve proprioception, which are vital for maintaining independence in daily life (Chen, 2023).

In addition, Qigong training develops endurance and coordination by combining continuous, low-intensity movement with mindful breathing. Unlike high-intensity sports, it provides a moderate aerobic and anaerobic stimulus suitable for a wide population, especially for middle-aged and elderly residents in communities. Studies also suggest that long-term Qigong practice regulates metabolism, improves body composition, and enhances immune function, contributing to chronic disease prevention and rehabilitation (Li, 2020).

3. Content and Practice of Health Qigong.

Health Qigong is a traditional Chinese fitness practice that integrates body movements, breathing techniques, and mental regulation to promote both physical and psychological health. It consists of standardized routines developed and promoted by the Chinese Health Qigong Association, such as Ba Duan Jin, Wu Qin Xi, Liu Zi Jue, and Yi Jin Jing (Zhang, 2021; Chen, 2023). These routines are suitable for people of different ages and physical conditions, making them highly adaptable to community fitness settings.

The main characteristics of Health Qigong practice include:

1. Gentleness and Smoothness: Movements are slow, gentle, and continuous, reducing the risk of injury and making the practice suitable for the elderly and those with chronic conditions.
 2. Coordination of Breath and Movement: Breathing techniques are combined with postures and gestures, which enhance lung capacity, improve circulation, and harmonize body and mind.
 3. Balance and Stability: Many postures emphasize stable stances and smooth transitions, which enhance both static and dynamic balance.
 4. Flexibility and Adaptability: The routines can be practiced in limited spaces, indoors or outdoors, and do not require special equipment, making them highly convenient and inclusive.
 5. Mind-Body Integration: Qigong emphasizes concentration and mindfulness during practice, helping to reduce stress, regulate emotions, and improve mental resilience.
- Through these features, Health Qigong not only enhances physical fitness but also fosters community cohesion and the inheritance of traditional culture.

3.1 Research and Evaluation of Health Qigong

At present, domestic and international research on Health Qigong mainly focuses on its physiological, psychological, and social benefits. Many studies have confirmed that Qigong practice can effectively improve balance, muscle strength, flexibility, and cardiopulmonary function, while also enhancing mental health and reducing anxiety (Li Zhigang, 2020; Chen Xiufang, 2023). For example, Zhang Tao and Wang Li (2021) highlighted that Health Qigong, through its integration of breathing regulation, movement, and mental concentration, significantly improves the stability of lower limb joints and reduces the risk of falls among elderly practitioners.

From a biomechanical perspective, Qigong forms require coordinated control of the trunk-hip-knee complex, which is associated with improved postural control, balance recovery, and proprioception (Zou et al., 2019; Ye et al., 2019). Studies also point out that Qigong practice follows the natural movement chain of the human body, which makes it safe and sustainable for long-term practice.



Through the collation and analysis of related literature, the following features of Qigong practice and its health effects can be summarized:

1. Qigong emphasizes coordination of large and small muscle groups, especially the trunk, which plays a central role in balance and stability.
2. Breathing regulation combined with slow movements strengthens both respiratory muscles and postural control.
3. Long-term Qigong practice enhances lower limb muscle strength and endurance, particularly in the quadriceps and gastrocnemius, which are essential for stability.
4. The integration of breathing, posture, and mental focus contributes to improvements in both physical strength and relaxation response.
5. Qigong routines provide measurable benefits in terms of flexibility, static and dynamic balance, and overall functional mobility, making them a practical tool for community health promotion.

4. Summary

In the research field of Health Qigong, scholars have carried out systematic studies on its health benefits, training effects, and promotion models. Existing literature has confirmed the positive influence of Qigong on physical fitness, mental well-being, and chronic disease prevention, while also highlighting its value in cultural inheritance and community building. Research on Qigong management primarily focuses on organizational structure, instructor training, course design, and safety monitoring, with increasing attention to how traditional practices can be integrated with modern management theories such as the McKinsey 7-S Framework.

Overall, previous studies provide valuable insights into the physiological mechanisms and social benefits of Qigong, as well as practical experiences in community promotion. However, challenges such as a lack of standardized guidelines, insufficient professionalization, and weak digital management remain. Therefore, this research aims to bridge the gap by developing a comprehensive and applicable management guideline for community Qigong clubs in Xi'an, ensuring both the scientific development of Qigong practice and its sustainable promotion at the community level.

Conceptual Framework

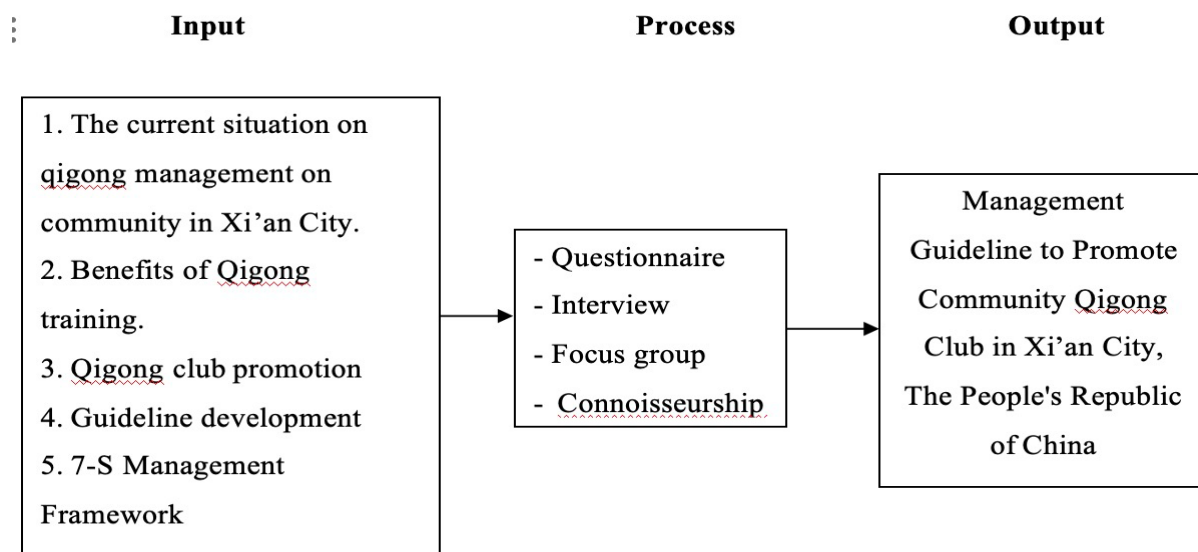


Figure 1 Conceptual Framework

Methodology

This research employed a mixed-methods design, combining quantitative and qualitative approaches.

Population

The population of this study consisted of community residents and practitioners who participated in Health Qigong activities in Xi'an City, The People's Republic of China. According to local sports bureau statistics, there were 10 officially registered Qigong clubs in the city, with approximately 2,500 active members. These members varied in age, occupation, and participation frequency, representing a diverse group of community practitioners.

Sample

A purposive sampling method was applied to select 385 participants from 2500 on 10 Qigong clubs in Xi'an. The sampling criteria included: (1) clubs with stable organizational operation of more than 3 years, (2) regular weekly training activities, and (3) willingness of both club managers and members to participate in the research. The sample included coaches, managers, and ordinary members, ensuring comprehensive perspectives for management guideline development.

Sampling Method

Questionnaires were distributed to 385 participants, including club members, coaches, and administrators. In addition, expert consultation was conducted in multiple stages: interviews, focus group discussions, and the connoisseurship method. This multi-level data collection allowed for triangulation of quantitative and qualitative results.

Research Participants

1. 3 experts to check the validity of the questionnaire through the Index of Item Objective Congruence.

1. 5 experts were interviewed to provide professional opinions on the scope and structure of the draft management guideline. They included 2 Qigong coaches, 1 sports management scholar, 1 community sports bureau official, and 1 health promotion expert.

2. 9 experts participated in a focus group discussion to review, critique, and refine the draft guideline. The group included 3 Qigong coaches, 2 sports management scholars, 2 community leaders, 1 public health specialist, and 1 policy advisor.

3. 7 experts were invited to conduct the connoisseurship validation of the final guideline. They included senior scholars in sports management, traditional Qigong experts, and community health professionals.

Research Instrument

1. Questionnaire for collecting the data

Mainly understand the identity of the research sample and the basic situation of the club, including: the district and county where the club is located, the name of the club, the time of establishment, the service population, the number of members, the number of coaches, the frequency of regular activities, etc (IOC = 0.94, Cronbach alpha = 0.845). This part adopts a 5-level evaluation scale (Likert scale) and designs items from 7 core dimensions according to the 7s framework.

The evaluation criteria for each question are as follows:

5 points: very high

4 points: high

3 points: moderate

2 points: low

1 point: very low

2. In-depth Interviewing form to collect the data from experts

The interviewees mainly include the following representative experts: 2 qigong coaches, 2 heads of the qigong training group, and 1 qigong training participant. The selection criteria for experts include: more than 8 years of fitness Qigong management experience, familiarity with community sports policies, and participation in club operations or project promotion. A total of 5 are invited to participate in in-depth interviews, which can not only make up for the limitations of the questionnaire survey on individual issues, but also provide more real, specific, and operational suggestions for the management improvement measures proposed in this study.

3. Focus group outline

The focus group discussion aims to provide comments on the management approach of the community Qigong club created by the researcher. The experts in this group consist of 2 qigong coaches, 2 heads of qigong training, 2 community heads, 2 qigong training participants, and 1 head of the qigong club.

4. Evaluation form for connoisseurship

To confirm the accuracy and completeness of the content, the applicability and operability of the guidelines, the feasibility and innovation of various management suggestions, the clarity and standardization of the expression, and whether the guidelines are in line with the actual community and the development needs of fitness Qigong. This process would be inviting 7 experts, including: 2 qigong coaches, 2 heads of qigong training, 1 qigong training participant, 1 community head, and 1 head of qigong club.

Data Collection

1. The questionnaire was distributed to 10 Fitness Qigong community centers in Xi'an. A fixed number of coaches, students, and managers were randomly selected from each club to fill in the questionnaires, and a total of 385 questionnaires were distributed. The questionnaire content was designed based on the 7s framework, covering the club's management status in four aspects: structure, system, strategy, staff, skills, style, and shared values, and scored using a 5-level evaluation scale.

2. Interview 5 experts: Five experts were invited to conduct individual interviews on the draft management guidelines to collect their professional suggestions on the draft content, focusing on its scientific, practicality, and pertinence.

3. The focus group with 9 experts. A focus group composed of 9 experts was organized to discuss the structural setting, management measures, promotion feasibility, and other issues of the management guidelines, and further supplement and improve the content to make it more in line with the actual needs of community fitness qigong clubs.

4. Connoisseurship by 7 experts: To conduct written reviews and scoring of the revised guidelines. The review form is divided into two parts: the first part is the written comments, and the second part is the scoring form, which involves indicators such as content completeness, operability, language expression, and guiding value. Each item in the guideline must be recognized by no fewer than 5 experts before it can enter the final version.

Data Analysis

1. Use computer analysis software to collect and organize the data obtained from the questionnaire. ($\bar{x}$, SD., Percentage). The criteria for the 5-level evaluation scale (Likert Rating Scale) of Part 2 are as follows:

- An average score of 4.51 to 5.00 indicates the Highest
 - An average score of 3.51 to 4.50 indicates a High
 - An average score of 2.51 to 3.50 indicates a Moderate
 - An average score of 1.51 to 2.50 indicates a Low
 - An average score of 1.00 to 1.50 indicates a Lowest
2. Content analysis for the interview and focus group method
 3. Content analysis and descriptive analysis: Mean, SD for the Connoisseurship method.

Results

1. From 320 valid respondents, the demographic profile shows that both men and women actively participate in community Wushu and Qigong, with a slight male majority. Most participants were young adults aged 20–39, reflecting the growing interest of younger generations, while the presence of older adults indicates inclusiveness. The majority reported middle-income levels (mainly 6001–8000 RMB), suggesting accessibility for working-class groups. Over half held a bachelor's degree or higher, showing participants are generally well-educated. Most had more than three years of practice, demonstrating strong commitment and providing a stable base for long-term promotion. Overall, the participant group is young, educated, and moderately affluent, creating favorable conditions for sustainable management and promotion of Qigong in communities.

2. Based on 320 valid questionnaires and the 7-S management model, the analysis shows that most dimensions (Strategy, Structure, System, Staff, Style) face moderate to high problem levels ($\bar{X} \geq 3.51$), while Skills and Shared Values are slightly weaker ($\bar{X} = 3.50$). Specifically, Strategy (8 issues) lacks long-term planning and policy integration; Structure (7 issues) shows unclear roles and weak communication; System (5 issues) has gaps in operations and evaluation; Staff (6 issues) faces insufficient training and unclear responsibilities; Skills (3 issues) lack expertise and learning opportunities; Style (4 issues) shows inconsistent leadership and low innovation; Shared Values (3 issues) reveal weak cultural consensus.

3. Draft the management guideline to promote the community qigong club in Xi'an city, The People's Republic of China.

1. Strategy

1. The club has a clear development plan covering the next 3–5 years.
 2. The promotion goals align with national policies such as “Healthy China 2030” and the “National Fitness Plan (2021–2025)”.
 3. The club establishes specific promotional goals for different demographic groups (e.g., seniors, youth).
 4. A strategic road map is in place to track community coverage and participation.
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5. Digital platforms (e.g., short videos, livestreams) are actively used in promotional strategies.
6. The club applies for government support projects or subsidies based on relevant policies.
7. Risk prediction and emergency scenarios are included in the club's strategic planning.
8. Sustainability strategies such as low-cost operations and volunteer involvement are considered.
9. The club collaborates with local health or education institutions for strategic development.
10. Audience research and publicity effectiveness assessments are regularly conducted.

2. Structure

1. Roles and responsibilities of staff and volunteers are clearly defined.
2. The club has designated coordinators for volunteer work.
3. There is a mechanism for resolving internal conflicts or misunderstandings.
4. The club includes democratic elements such as participatory decision-making.
5. A Club Committee or similar body exists to oversee operations.
6. Job descriptions and reporting lines are clearly communicated to staff.
7. The club has a flexible structure adaptable to community needs.
8. Temporary staffing mechanisms are available to respond to emergencies.

3. System

1. Club systems are documented and regularly updated.
2. All staff and members are well informed of the rules and systems.
3. There is a standardized check-in and attendance process for participants.
4. An official mechanism exists for students to express feedback or complaints.
5. Equipment use and maintenance procedures are clearly regulated.
6. Emergency response systems are defined and communicated.
7. Feedback from students is incorporated into system improvement.
8. A periodic internal self-evaluation report is completed by the club.
9. The club implements a transparent and traceable documentation system.
10. Rules are enforced consistently across different program types

4. Staff

1. Instructors participate in regular municipal or provincial-level training programs.
2. Staff possess emergency response and first-aid skills.
3. Instructors can adjust their teaching methods for different age groups.
4. There is a mechanism to encourage and reward outstanding performance by instructors.

5. Staff recruitment follows clear qualification standards.
6. The club actively seeks diverse instructors with a traditional Qigong background.
7. Instructors understand and uphold professional ethics.
8. The club monitors staff turnover and retention trends.

5. Skills

1. Instructors have basic theoretical knowledge of traditional Chinese medicine.
2. Instructors can explain key Qigong concepts such as breathing techniques and exercise principles.
3. Each session integrates the philosophy of health preservation.
4. Instructors can recognize and appropriately handle students' minor physical discomfort.
5. Teaching adapts to different physical conditions (e.g., chronic illnesses, elderly fitness).
6. Instructors maintain a learning attitude and update their skills regularly.
7. Practical drills and guidance are aligned with students' capabilities.
8. Curriculum content is consistent with national or association training standards.

6. Style

1. Instructors foster a warm, respectful, and inclusive class environment.
2. The club promotes emotional connection and trust between staff and members.
3. Students' individual differences are respected in instruction.
4. Management is participatory and encourages open feedback.
5. There are consistent expectations for ethical conduct among staff.
6. Leadership style encourages creativity and mutual support
7. Student input is considered in class planning.
8. Staff regularly reflect on their instructional approaches.

7. Shared Values

1. The club promotes respect, harmony, and self-cultivation through Qigong.
2. Cultural festivals or health events are integrated into annual programming.
3. Students are encouraged to practice healthy lifestyle principles beyond class.
4. The concept of "service to the community" is emphasized in club values.
5. Traditional cultural content is introduced during instruction
6. The club fosters collective honor and team spirit among members.
7. Social responsibility is emphasized in both teaching and club activities.
8. Club members are motivated to contribute voluntarily to community health.

4. The seven experts affirmed the structure and content of the Health Qigong Community Promotion Guidelines, considering them feasible and widely applicable. They

highlighted three strengths: alignment with national health strategies, comprehensive coverage of personnel, resources, mechanisms, and culture, and a balance between scientific rigor and local adaptation. At the same time, they noted areas needing improvement, such as clarifying responsibilities, strengthening coach training, applying digital tools, ensuring authentic cultural expression, enhancing brand communication, and standardizing venue use. Based on these suggestions, the guidelines were revised to improve practicality, operability, and sustainability, offering solid support for promoting Health Qigong in communities

Discussion

On strategy, the development strategy of community health qigong clubs should be firmly aligned with national health policies, particularly Healthy China 2030 and the National Fitness Plan (2021–2025) (Zhang & Wang, 2021). Existing studies reveal that many clubs lack systematic strategic planning, leaving substantial room for improvement. It is therefore imperative to formulate medium- and long-term development plans that clearly define brand-building objectives and pathways for integrating health promotion within the community. Strategic planning should not only involve macro-level goal setting but also extend to specific annual and quarterly activity designs, thereby ensuring flexible responses to the evolving needs of community residents (Li, 2020). **On structure**, the organizational structure of most community health qigong clubs is characterized by a flat hierarchy and ambiguous division of responsibilities, which in turn reduces management efficiency (Li, 2020). A three-tier structure consisting of community sports managers, professional health qigong instructors, and community volunteers is recommended (Chen, 2023). This framework would establish clear role delineations: managers oversee macro-level control and resource coordination, instructors focus on teaching and event organization, while volunteers support community mobilization and routine assistance. Such a structure would promote vertical cooperation and ensure synergy among different levels.

On the system, standardized and information-based management systems are central to improving the operational efficiency of community health qigong clubs (Chen, 2023). The establishment of an integrated information management platform encompassing member registration, course scheduling, health record management, and feedback mechanisms would enable real-time updates and intelligent data management (Zhang & Wang, 2021). In addition, systematic management should incorporate curriculum standardization, teaching quality evaluation, and safety assurance protocols (Li, 2020). A comprehensive teaching syllabus, standardized movement guidelines, and routine assessment procedures are essential to ensuring both quality and sustainability.

On staff, personnel-related challenges, including insufficient professional expertise and limited managerial experience, remain a significant barrier for many clubs (Chen, 2023).

Addressing these issues requires the development of a diversified talent cultivation system that actively attracts professionals in sports science, healthcare, and social work to form multidisciplinary teams (Zhang & Wang, 2021). For both coaches and administrators, continuous professional development programs should be implemented to enhance teaching competence, management capacity, and service orientation.

On skills, instructors must be proficient not only in teaching standardized qigong movements but also in applying health knowledge, psychological communication strategies, and emergency first aid (Chen, 2023). Interdisciplinary knowledge, particularly from traditional Chinese medicine and rehabilitation science, should be integrated into training content to enhance its scientific rigor and systematic character (Zhang & Wang, 2021). Furthermore, the use of modern technologies such as video-based instruction and motion capture can significantly increase interactivity, engagement, and learning outcomes.

On style, Management style exerts a direct influence on organizational culture and overall effectiveness. A people-oriented approach that acknowledges individual differences has been shown to significantly increase community participation and engagement (Li, 2020). Club leaders should serve as role models by practicing healthy lifestyles, thereby inspiring both staff and members. Establishing an inclusive and open organizational culture is essential to fostering mutual support, cooperation, and a harmonious community environment.

Shared values constitute the cultural foundation for the sustainable development of community health qigong clubs. The guiding principle of “healthy self-care and community enjoyment” has been identified as a core value orientation (Zhang & Wang, 2021). By emphasizing the role of qigong in promoting physical and mental well-being, as well as in preserving traditional Chinese cultural heritage, clubs can foster stronger cultural identity and social cohesion. Encouraging diverse community members to embrace common value pursuits will strengthen belongingness and enhance collective participation.

Recommendations

1. Policy Synergy

Align the development of community Health Qigong clubs with national fitness and elderly care strategies, and promote collaboration with sectors such as healthcare, cultural services, and community governance.

2. System Optimization

Standardize club operations through digital tools, including course scheduling, safety protocols, and personnel management, to enhance overall efficiency and service quality.

3. Talent and Capacity Building

Enhance the professional capacity of instructors and managers through tiered training programs that cover Qigong techniques, health literacy, and community engagement skills.

4. Cultural and Participatory Engagement

Integrate local culture and traditional values into Qigong promotion, while establishing regular community feedback and evaluation mechanisms to ensure program relevance and resident satisfaction.

Recommendations for further research

1. Health Impact Evaluation

Conduct follow-up studies to assess the long-term effects of Health Qigong on physical and mental health, particularly in elderly populations.

2. Regional Adaptability

Compare implementation outcomes across different communities to explore how local resources, culture, and demographics influence Qigong promotion.

3. Technology Application

Investigate how digital tools—such as mobile apps and wearable devices—can support Qigong training, data tracking, and participant engagement.

4. Policy Integration

Explore how Health Qigong can be formally integrated into public health, elderly care, and community wellness policies for broader institutional support.

5. Youth and Cultural Expansion

Study ways to engage younger generations and adapt Health Qigong for diverse cultural contexts while maintaining its traditional essence.

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