

# **Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province.**

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## **Abstract**

This qualitative research purposed to study the Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province. Online in-depth Interview and Focus group within Literature Review were collecting data from 15 key attendants. Finally, confirmation by quartile statistical calculation by 5 Huagu Opera Professionals, which were result by data analysis and synthesis.

Result of this research found main course problem and challenge the Huagu Opera Troupes Management in Hunan Province, including: 1) The main part of the troupe: the replenishment of talents is facing crisis, such as it's not enough attention has been paid to the heirs of the older generation, secondly, the lack of professional training schools or disciplines, thirdly, the deviation of the ideas of modern young people. 2) The audience of the troupe: a sharp decline in the young audience. 3) The creation and communication technology of the troupe is single. 4) The competitive advantage is insufficient, and the market mechanism of performing arts is not perfect. 5) Social benefits need to be improved. Online focus group result for the best solution in above challenges found 1) Enhancement of the Training and Classification Management of Troupe Employees, 2) Optimization of the Resource Allocation of Troupes, 3) Enrichment of Promotion Channels of Troupes, such as Targeted Market Research; Elaborate Activity Planning; Full Use of Digital Network; Potential Consumer Cultivation; and Broadening of the Tourism Consumer Market.

Result of Huagu Opera Professionals' Confirmation by Quartile Statistical Calculation found their opinion to Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province at the very strong level (Median  $\geq$  3.50) and all consistency in 3 main topic, and 5 sub-topic.

**Keywords:** Sustainable Development and Management; Guideline of Intangible Cultural Heritage in China; Huagu Opera Troupes Management.

## Introduction:

Huagu Opera, a local Opera in China, usually refers to Huagu Opera in Hunan Province (Hunan Huagu Opera). Hubei, Anhui, Jiangxi, Henan, Shanxi and other provinces in China. Also have local Operas of the same name. Among the numerous local Operas named "Huagu Opera", Hunan Huagu Opera is the most widespread and influential. On October 17, 2003, the United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the convention on the Protection of Intangible Cultural Heritage. In June 2006 and June 2008

According, the State Council approved the Ministry of Culture of China to determine and publish the first batch and the second batch of National Intangible Cultural Heritage lists, among which Huagu Opera in was listed. Class analysis of Hunan Huagu Opera: There are "Grass stage class" (semi-professional nature) - "Half stage class" (with Hunan Opera) - "Professional class" (after the founding of the People's Republic of China).

Today, with the society entering industrialization and urbanization, Hunan Huagu Opera is not optimistic due to the strong impact of industrial civilization and modern urban culture. The main performance is the sharp drop in audience, which brings about the sharp drop in the number of performances, the sharp drop in the number of plays, the sharp drop in the number of troupes. As a kind of intangible cultural heritage in the form of, for the inheritance and development of Hunan Opera, we must be on the different forms of inheritance carrier or communication media attention, with local government and the social public outside the main body, the Hunan Opera Troupe, the actor team, directly to the main body, and play script, CD audio and other specific carrier for protection and management. They are the main components of Hunan Huagu Opera and the organic complex to build the inheritance and development system of Huagu Opera.

"The Protection of Intangible Cultural Heritage Management (PICHM) has three pillars: the government, the experts and the people, but ultimately it is up to the people." (Mr. Feng Rang Cai, 2019). In the process of Non-Genetic Inheritance and Protection (NGIP), the real inheritors of intangible cultural heritage management are not the government, academic circle, business circle or all kinds of news media, but the inheritors of intangible cultural heritage deeply rooted in civil society.

Only when the inheritors and the general public have strong cultural consciousness, the inheritance and protection of intangible cultural heritage will be solved easily. In the current social transition period, there is no broad mass base, no professional management team, no reform, innovation and policy protection, and even the best types of Opera may be

eliminated. If Hunan Huagu Opera wants to be among the National Arts, it is very difficult to achieve without the reserve of various aspects.

Also, this research aimed to design the guideline for sustainable development of Intangible cultural heritage in China: Huagu Opera Troupes in Hunan Province, for present and publish by focus on problem-based on Huagu Opera Troupe Management, apply theories and approaches of Management Science, online focus group and online in depth interview 12 experts was the collecting data process, and confirm all by quartile statistical calculation, respectively.

## **Research Questions**

The research questions were: how to design the guideline for sustainable development of Intangible cultural heritage in China: Huagu Opera Troupes in Hunan Province?

## **Research Objective**

The research objective was to study the Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province.

## **Scope of Research**

This research was the qualitative research methodology to analysis: review literatures related Intangible Cultural Heritage Management both in Chinese and Western, next was online focus grouping and online in-depth interview Experts and Managers of Huagu Opera Troupes in Hunan Province, finally confirm all by quartile statistical calculation, respectively.

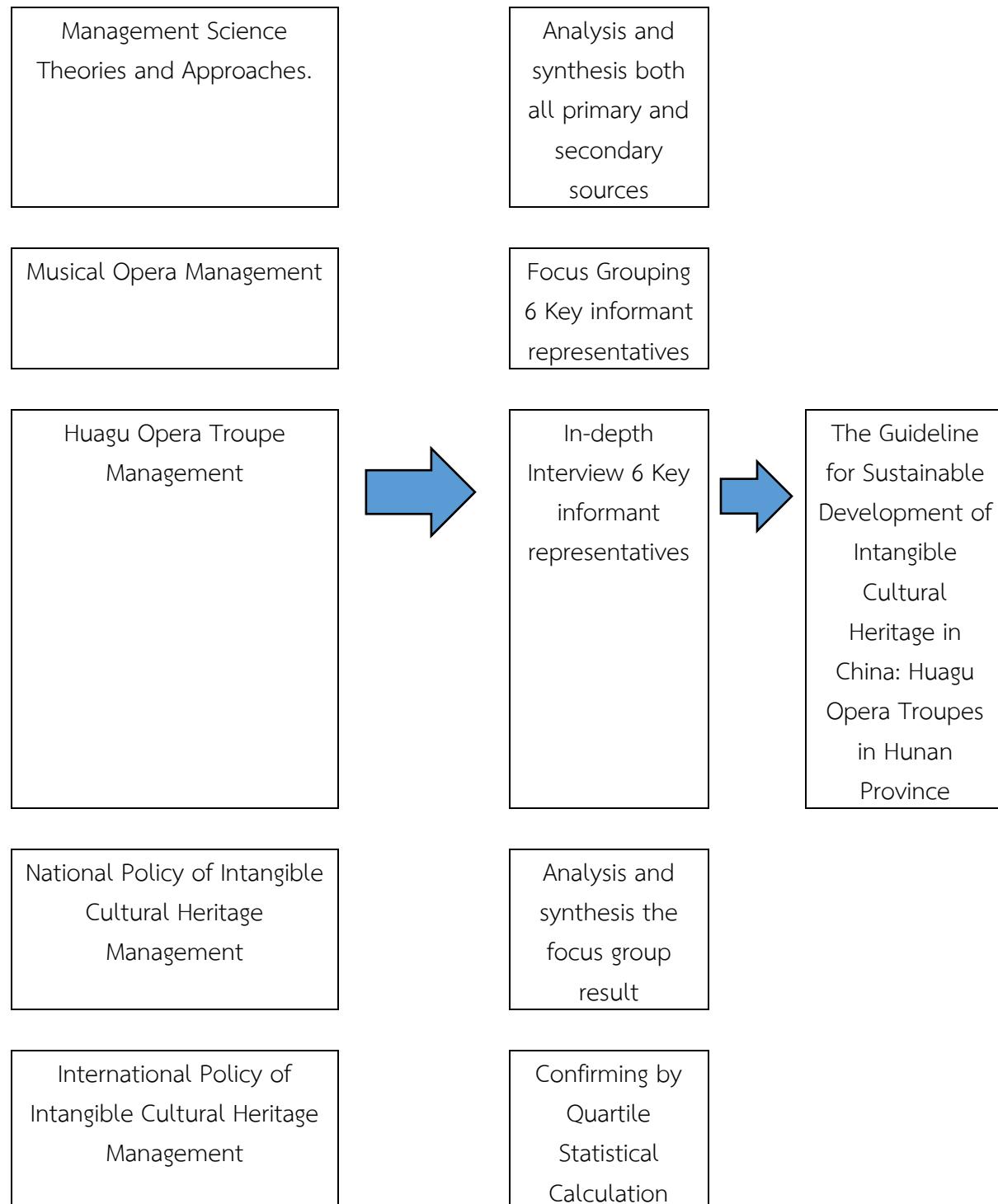
**Scope of Content:** This research studied the Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province.

**Population:** This research selected 15 key informant representatives by the nonprobability sampling methodology by purposive sampling and snowball sampling. To search for the best Huagu Opera Troupe professional in Hunan Province, including: Director of Huagu Opera in Hunan Province Art Research Association, Director of Hunan Province Protection and Inheritance Center, 9 Managers of Huagu Opera Troupes in Hunan Province, and 6 Lecturers and Professors in Arts Education and Management from Universities.

**Scope of Time:** The Current research started the first process on 2019, and completely finished on August, 2021.

**Research Limitation:** Because of the COVID-19 Pandemic context, authors designed the data collecting by online focus grouping, online in-depth interview, and Email to confirm and report all their opinion, for safety in live and property and followed by the healthy hygienic regulation of Hunan Provincial Announcements.

### Conceptual Framework



**Source:** Authors, 2020.

## Research Result:

Among of 15 Key informant representatives, 8 respondents (53.00%) graduated from the Major of Huagu Opera, 3 respondents (20.00%) graduated from the Vocal Music Majors, they have experience in manage and run Huagu Opera Troupe for more than 20 years, 1 respondent (7.00%) graduated with a degree of Contemporary Dance, and has got heritage his farther's Huagu Opera Troupe for 7 years, 2 respondents (13.30%) graduated with a Major in Economics and Financial Management, and Operating a number of cultural undertakings, as Director Position of Government Sector, more experience than 15 years. This process, authors searched name and called for an appointment for online focus group.

**In-depth Interview result**, authors online call for had an appointment (one by one), and asked in the same questions, "How to solve this problem?" with all 16 key respondents. Opened their answer and opinion. Result summarized:

For the sustainable development of Hunan Huagu opera and its troupes, how can the Huagu Opera Troupes exerts their efforts through effective and scientific management? Therefore, the results of the effectiveness of management are presented in this organization and all discussions, analysis, research and sorting are carried out in such a system environment. Recommendations and specific measures will be given below, which can be divided into three levels.

### 1. Enhancement of the Training and Classification Management of Troupe Employees

Employee training is a key link in cultivating and forming common values and enhancing cohesion. There are generally two ways to build a team of talents: one is by introduction and the other is by self-cultivation. The artists of the Huagu Opera need be professional actors who enter a troupe through various selections. They are no longer in the role of students and have to complete various tasks according to the needs of troupes. In this sense, they are no longer just independent individuals, but also an indispensable backbone for the development of troupes. Therefore, troupes need to organize training regularly. On the one hand, it can convey the values of a troupe to employees and develop a good code of conduct so that employees can consciously work in accordance with the regulations, thereby forming a good and harmonious working atmosphere. On the other hand, by hiring famous Huagu Opera artists or inviting outstanding Huagu Opera seniors for professional training, troupes can deepen actors' understanding of Huagu Opera. In addition, Huagu Opera actors also need to make continuous progress and improvement after taking up their posts, so that their professional

knowledge and technical capabilities can reach a higher level of a troupe's norms to meet future needs.

Nowadays, the actors of folk Huagu Opera Troupes generally come from various regions. They have become a culturally integrated team, within which different genres and different voices are all on the same stage and in the same script. As a result, it is difficult for actors and audiences to distinguish which region's Huagu Opera is being performed. Therefore, in order to maintain the special charm of the local Huagu Opera, the classified management of a troupe's actors is also very important.

Hunan Huagu Opera Troupes is mainly composed of actors and administrative staff. Actually, actors include Huagu Opera actors, dancers, band players and stage artists. They are vital parts of a troupe who are direct participants in artistic production and the main body and management object of a troupe. According to the market value-oriented classification standards, the actors can be divided into: core actors, unique actors, general actors and auxiliary actors. Among them, core actors refer to high-value and top actors who have special and hard-to-replace professional skills, while these skills can make outstanding contributions to the development of a troupe. Unique actors mean low-value and scarce actors who master high-level and professional skills which are difficult to master, but have little influence on the development of a troupe. General actors are valuable and low-scarce actors who have professional skills that can make a certain contribution to a troupe, but they are easily available in the labor market. Auxiliary actors are low-value and low-scarce actors who only master ordinary professional skills and are easily available in the labor market. The management of these four types of actors needs to be different. It has to maximize the contribution of the core actors. To this end, troupes can appropriately authorize them to encourage them to participate in troupes decision-making and achieve work autonomy. In addition, troupes can set up a high salary system for outstanding core actors by means of assessment to retain talents. For unique actors, troupes need to establish long-term cooperative relations with them, strengthen communication and maintain good cooperative relations. Therefore, troupes need to pay reasonable compensation for the professional skills of the actors based on their performance. Regarding the management of general actors, it is necessary to examine the professional skills of the actors around the role needs of troupes, clarify their responsibilities, strictly implement troupes management system and adopt a unified standard salary system within a troupe. For auxiliary actors, a troupe can use short-term contracts, temporary employment, etc. for management. And the salary standard needs to be determined according to the market.

## 2. Optimization of the Resource Allocation of Troupes

Currently, the resource allocation of many Huagu Opera Troupes in Hunan Province is still operating in the old mode, which lags far behind the changes in the market and is at a relatively backward level. Frankly speaking, one of the most important reasons is that the current resource allocation of troupes is not flexible. Thus, the optimization of the existing resources of troupes to adapt to market changes has become an important issue that a troupe must deal with and solve for its survival and development.

To solve this problem, Troupes should base themselves on current resources and analyze the problems existing in the current resource allocation. In the allocation of human resources, the main task is to optimize the allocation of human resources and improve the quality of personnel, as well as to establish a restraint mechanism and an operating mechanism adapted to the reward mechanism. In the end, human resources can be fully utilized to achieve the goal of optimization. In order to achieve the optimization of a troupe's repertoire resources, it is necessary to start based on the extent to which the existing repertoire resources can satisfy the market. It needs to analyze whether the existing repertoire resources can meet the needs of current and future consumers. For repertoires that do not meet consumer demand, a troupe needs to negotiate and choose a solution. For repertoires that do not meet consumer demand, troupes need to discuss and select solutions. This step can make full use of human resources and also help troupes to find a precise development position in the consumer market. Troupes need to develop and utilize musical score resources and pay attention to the creation, preservation and editing of musical scores. Carrying forward the national spirit should be the cornerstone of the musical notation innovation of Huagu Opera. The survival and development of national music in modern society needs to rely on innovative forms to adapt to modern people's aesthetic standards and meet modern people's cultural needs. Of course, related innovations have to respect objective laws, grasp the limits of artistic innovation and stick to the origin of national culture. In this way, troupes have inherited the spirit of folk music, which can transform the contradiction between artistic innovation and cultural persistence into the vitality of the development of national music. Generally speaking, there are traditional methods and Internet methods for preservation and editing. On the one hand, the traditional way of editing musical notation requires hand-drawn cursive notation and manual typesetting, which takes a long time and consumes a lot of fund. On the other hand, online score editing has realized the digitization of scores, which fundamentally eases the complexity of score editing and allows young people to better participate in it. In addition, it can improve efficiency to a certain extent, which makes notation and revision work easier.

Through the optimization and reasonable allocation of resources, the Huagu Opera Troupes can be more flexible in order to react quickly in the ever-changing environment and win market recognition in the fierce competition.

### **3. Enrichment of Promotion Channels of Troupes**

Marketing is the most direct and effective way to improve the popularity of a troupe, and it is also the fastest way to open up the market. If the publicity work can be done in a way acceptable to the public, Hunan Huagu Opera will be well known by more people.

Marketing promotion must do the following:

#### **3.1 Targeted Market Research**

Market research should try to find out the situation of competitors, clarify the core competitiveness of a troupe, and know the preferences and needs of consumers in time, so as to make a relatively accurate analysis of the consumer market.

#### **3.2 Elaborate Activity Planning**

The staff engaged in the cultural propaganda of a troupe can regularly organize various competitions or performances to attract the masses in the form of prizes and honors, so as to enhance the people's enthusiasm for participation. Innovation reward mechanism can also be set up to encourage people to actively participate in innovation. Open the public voting channel, and the flower drum opera works with high votes will be performed and rewarded.

#### **3.3 Full Use of Digital Network**

In today's digital and intelligent era, we should make use of the advantages of network information technology to enable Hunan Huagu Opera culture to find a new breakthrough in the Internet wave.

For example, a special website on Hunan Huagu Opera was set up on the Internet to let more people learn about Hunan Huagu Opera conveniently and quickly. Combining the singing style of Hunan Huagu Opera with the elements of pop music, adding the way of pop arrangement to create works, which are distributed on music apps such as NetEase CloudMusic, QQ Music and Kugou Music, attracting more young consumers. Combine the plot of the story in Hunan Huagu Opera with digital virtual technology and deduce it into a form that can be accepted by the public quickly, such as 3D cartoon. Hunan Huagu Opera will be closely integrated into a new hot spot, and will be adapted to create music, which will be spread on popular platforms such as Tik Tok, Zanjiao, WeChat and Weibo.

### 3.4 Potential Consumer Cultivation

Troupes need to cherish the excavation and utilization of potential Huagu Opera students and consumers. School education has a profound impact on the growth path of young people. Therefore, a troupe can rely on the education industry and regularly carry out activities such as "drama on campus" within campus, in which troupes can invite famous actors of troupes or inheritors of Hunan Huagu Opera to the campus to spread its culture. In addition, schools can design teaching plans, methods and models according to the learning needs of students and develop special Hunan Huagu Opera teaching materials. Such as:

Music appreciation class: to teach the Huagu Opera culture and let students experience the unique charm of Huagu Opera.

Vocal music class: to hire outstanding Huagu Opera actors from this troupe to teach Huagu Opera face to face on campus.

Instrumental music class: to let students experience the rhythm of Huagu Opera performance.

Dance class: to learn the body rhyme of Huagu Opera

Art class: to experience the roles of Huagu Opera with different makeup

### 3.5 Broadening of the Tourism Consumer Market

Relevant departments can try to plan the protective tourism route of Hunan Huagu Opera, in order to attract more opera lovers to pay attention to Hunan Huagu Opera and expand the Hunan Huagu Opera tourism market. What's more, relevant departments can invite local Huagu Opera Troupes or Huagu Opera performing arts companies to jointly create Huagu Opera theme modes, such as theme parks, festivals, museums, digital virtual, and Huagu Opera character experience games.

**Main problem of Huagu Opera Troupe Management, including:**

**1. The main part of the troupe: the replenishment of talents is facing crisis.**

The actors of the Huagu Opera Troupes have a large age span, and they were born from the 1960s to the 2000s, performing in the same house for five generations, meeting the needs of different roles. However, the older generation of artists are slowly getting old, and the replenishment of the new generation of young actors has become a major dilemma faced by the Huagu Opera Troupes.

**First of all, not enough attention has been paid to the heirs of the older generation.** The heirs of the older generation of Huagu Opera took the lead in establishing various troupes and made great contributions to the glory of Huagu Opera. They are role models and references for the new generation of young actors. But now, they have not received enough attention, which has greatly affected the development of the troupe and the young actors' understanding of the troupe.

**Second, the lack of professional training schools or disciplines.** Huagu Opera is a highly professional form of artistic performance, from creation to stage performance requires professional education and training, but at present there are few specialized training institutions for Huagu Opera. At present, the training for Huagu Opera is mainly focused on the major or elective courses offered by art schools, as well as small training courses run by troupes, which to a certain extent affects the quality and quantity of personnel training.

**Third, the deviation of the ideas of modern young people.** On the one hand, under the influence of traditional ideas, many modern people, especially the younger generation, are unwilling to engage in the Opera industry, especially local Operas. On the other hand, with the increasing variety of modern professions, Huagu Opera is regarded as a synonym for tradition, as if it does not fit in with modern society, and many young people do not want to engage in this industry.

## 2. The audience of the troupe: a sharp decline in the young audience.

The acceptance and recognition of the audience are important factors to judge the development of Huagu Opera. The reduction of young audience is the problem faced by the development of Huagu Opera, coupled with Huagu Opera in Hunan Province using dialects for performance, the audience itself has some limitations. With the development of urbanization, Putonghua has become the mainstream language of public communication. Huagu Opera created and performed in dialects is regarded as a "special style" in the performing arts.

In addition, in the fast-paced era of the popularity of the Internet and rich material and spiritual life, fast culture has become the favored object of people, especially young people. Pop songs, TV movies, online games and short videos are flooded in all aspects of life. In contrast, even if Huagu Opera bears tremendous social pressure and organizes public welfare performances in squares and townships for many times, most of the stopped audiences are the elderly, and young people are often dismissive of it.

### 3. The creation and communication technology of the troupe is single.

In today's diversified development, it is always the most classic and novel things that attract the attention of the public. It is found that modern people, especially the younger generation, do not know what Huagu Opera is, or only know but have not heard of Huagu Opera. In contrast, the recent popular TV dramas, movies, short videos, variety shows, entertainment gossip, we talk about it. To a certain extent, this also exposes the disapproval of the theme of Huagu Opera.

Of course, in the era of rapid development of new media technology, it is not enough to make efforts on repertoire creation. In the face of the rise of various self-media and network platforms, and the impact of various forms of entertainment, if Huagu Opera does not make efforts on communication technology, it may be inundated by a variety of forms of entertainment. In fact, on the hot search list, it is not necessarily that everyone pays special attention to these contents, but that these contents filled with network information unwittingly affect everyone. In the era of networking and information, setting up a stage to sing Opera can no longer attract the public. therefore, Huagu Opera must be combined with the Internet and make full use of new media in order to go out and be known and accepted by more people.

### 4. The competitive advantage is insufficient, and the market mechanism of performing arts is not perfect.

Under the macro background of the socialist market economy, if the state-owned art troupe wants to become an independent market subject, it must actively participate in the market competition. However, after the completion of the enterprise transformation, most of the state-owned art troupes in China have lifted the burden of personnel expenditure, but they have not really embarked on the road of marketization. After the transformation of enterprises, the state-owned art troupes generally have the problems of low market sensitivity, lack of understanding of the needs of the audience and lack of awareness of competition, and it is very difficult to carry out artistic creation flexibly in the market competition. Compared with private art troupes, they lack competitive advantages. It is very easy for private art troupes to seize more and more market share, and eventually face the fate of being marginalized by the market. In addition, many local state-owned theatrical troupes almost all adopt the administrative combination mode of collectivization as the reform mode, and there are some problems in the integration of resources, such as lack of performance vitality, aging of performers, small number of performances and so on. This model is unscientific and has disadvantages in the market competition of entertainers, which is easy to lead to brain drain

and outage of troupes, a decline in performance quality and a lack of strength for follow-up development. it is easy to cause the competitive advantage between the state-owned troupe and the private troupe in the process of transformation is not obvious, leading to a vicious circle.

## 5. Social benefits need to be improved

The Huagu Opera troupe in Hunan Province has gradually reduced its market share and has no sufficient financial resources to support it. The troupe has fallen into a dilemma such as dissolution of its members, shrinking market, loss of audience, lack of funds, difficulties in inheritance and development, and so on. As a kind of non-material art, script, actors, singing, dress and appearance of Huagu Opera have become an important carrier for the inheritance of Huagu Opera. As an intermediate force for the integration of resources, the troupe plays a vital role.

## Result of Huagu Opera Professionals' Confirmation by Quartile Statistical Calculation.

This process, author selected Huagu Opera Experts and Professional in National Level to answer this questionnaire. They were the separated group within the online in depth interview and focus group. Questionnaire was designed in 5 scales, analyzed for median value, mode value, interquartile range This research found:

Table 1: The Analysis of Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province.

Hunan Province.								
1. Enhancement of the Training and Classification Management of Troupe Employees	5.00	5.00	0.00	4.25	4.00	0.25	Strong	Consistency
2. Optimization of the Resource Allocation of Troupes	4.00	4.00	0.00	4.00	4.00	0.00	Strong	Consistency
3. Enrichment of Promotion Channels of Troupes	4.50	4.50	0.00	4.00	4.00	0.00	Strong	Consistency
3.1 Targeted Market Research	5.00	5.00	0.00	5.00	4.00	1.00	Very strong	Consistency
3.2 Elaborate Activity Planning	5.00	5.00	0.00	5.00	4.50	0.50	Strong	Consistency

3.3 Full Use of Digital Network	4.50	5.00	0.50	5.00	4.50	0.50	Strong	Consistency
3.4 Potential Consumer Cultivation	4.50	4.50	0.00	5.00	4.50	0.50	Strong	Consistency
3.5 Broadening of the Tourism Consumer Market	5.00	5.00	0.00	5.00	4.50	0.50	Strong	Consistency

In term Huagu Opera Experts's opinion to Sustainable Development and Management Guideline of Intangible Cultural Heritage in China: Huagu Opera Troupes, Hunan Province at the very strong level (Median  $\geq 3.50$ ) and all consistency in 3 main topic, and 5 sub-topic. According to this table showed the most method for all, was full use of digital network to public relation Huagu Opera in World Wide, and suggestion of experts focus on Government or Private Organization should open website, blog page, or digital channel, publishing in clips, live, or VDO clips on social media.

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