

# ***Research on the Strategy of Film and Television Operation Management Mode***

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**Abstract:** At this stage, with the rapid development of the film industry, more and more film and television works have emerged, mainly films, TV series, and online dramas. The film industry is an important part of the cultural industry of various countries. Analysing the operation mechanism of the film production management model will help the prosperity and development of the film industry. The research is mainly about the operation and management mode of the film and television industry. It uses the methods of searching for literature, searching on the Internet, and finally summarises the steps and strategies of film and television operation. The operation steps of film and television mainly include four links: shooting, production, distribution, and screening. Each link is quite important and needs to be carefully arranged and operated, with a strong team and psychological quality to deal with various emergencies. It must invest much money and energy in every step to complete perfect work and create profits in the final release. The operation of film and television is still advancing and will continue to develop new models and update strategies to meet the development of the times.

**Keywords:** Film and television operation, Film production, Management mode

## **1. Introduction**

This research focuses on the film and television industry, which is now developing rapidly. It mainly takes movies, TV series, and online dramas as products. It provides audio-visual entertainment services to the audience through shooting, production, distribution, screening, and other links. With the continuous expansion of the global film and television industry market, it is expected to maintain stable growth in the next few years. The film industry is an important part of the cultural industry of various countries. Analysing the operation mechanism of the film production management model will help the prosperity and development of the film industry. This research is very meaningful for the analysis of film and television management strategies. This research is mainly carried out from the aspects of film and television operation process, management method, publicity method, and development strategy. It uses literature analysis to find and read relevant materials and literature. The advantage of this method is that it can well analyse the production of the operation process, the way and method of planning, various forms of publicity, and the future. The development strategy is conducive to the progress of research; the ultimate research goal of this study is to understand the operation and management mode of film and television. To achieve the goal, it has carried out long-term exploration and research, found various documents, and finally completed it.

## 2. Film and Television Project Operation Process

The key links of the film and television industry chain include several main aspects of investment, production, distribution, and projection, mainly involving the four main bodies of investors, producers, publicity and distribution, and theatre lines. The film and television industry has become a professional and systematic industry. After many rigorous and orderly processes, there are many participating institutions in the upstream and downstream of the industrial chain. Film and television are mainly shooting-distribution-releasing. The upstream of the industrial chain is investment, and the end is the cinema [1].

The operation process of the film and television project is divided into three steps: pre-preparation, on-site shooting, and post-production. It can continue to be subdivided into these three categories. In the early stage, one should first find a good investor, that is, the film and television industry. The film and television industry refers to the film and television shooting and production as the core and is a general term for the economic form of related industries such as film and production, distribution and projection, as well as the construction of film and television audio and video products, derivatives, cinemas, and projection venues. Film and television production is the core and main body of the film and television industry. It is a systematic artistic creation project, covering a series of processes such as planning, screenwriting, shooting, production, distribution, and theatrical release. It involves many fields and requires a lot of manpower and material resources. The industry attributes are relatively professional [1]. Then communicate with the customer, have an in-depth understanding of the customer's needs, write a script, finally confirm the script and budget cost, and sign the contract. The on-site shooting is mainly for the director responsible for the creation of the film and the distribution of organisational personnel.

Post-production is the most important part of the whole process and the largest workload. The editor first sorted out all the materials, confirmed the edited picture with the director, and then made special effects, dubbed, synthesised, handed over to the customer for review, and then modified, and finally confirmed the output. Hollywood has rich experience in the operation of film and television. After hundreds of years of development, Hollywood has an industrial assembly line of software systems and hardware systems for the successful production of all films, such as directors, screenwriters, actors and technicians, shooting sites, etc., and occupies an unshakeable position in the film and television industry. The reason why the Hollywood model is successful is that it has formed a standardised, commercialised, and systematic industrial chain operation mechanism, which includes script writing, film investment, film production, post-processing, distribution, projection, derivative sales, and other content. The main help of Hollywood's success is its standardised, commercialised, and systematic operation mechanism, including a series of contents such as script writing, film investment and financing, film production, post-processing, publicity marketing, and derivatives export in the whole industry chain. Hollywood's film production has two major characteristics: a clear division of labor and a producer responsibility system, which ensures the commercial attributes of producing films. Its production characteristics have the commonality of the flow and standardisation of the production process of all industrialized large-scale production products. It controls the production efficiency of the film well and provides a guarantee for the high-quality output of the film [2].

## 3. Management Method

### 3.1. Project Planning

In terms of management, project planning refers to the planning and design of the whole process of film and television dramas, including internal production work, external publicity, advertising, and

other work before, during, and after production. The purpose is to maximise the economic benefits of movies or TV series. Planning is a procedure that judges the future trend of things according to the current information, determines the possible goals, and designs and selects the resource allocation and action methods that can produce the best results, forms a correct decision-making and implementation plan, and strives to ensure the realisation of the goal.

In the film and television industry, planning needs to involve marketing to ensure that the work can effectively attract the audience and achieve commercial success. Professional systems can also be used. The dynamic content production system is responsible for real-time recording and transcoding of live content, secondary transcoding, and packaging of film and television program files to support smartphones, PADs, smart TVs, set-top boxes, PCs, and other terminal platforms. The content aggregation system uniformly manages the content of the program, encrypts the content by DRM, and generates a unified content portal for different user terminals. The content distribution system provides content in different encoding formats and bit rates according to the system and performance of the user terminal, so that the protocol supported by the user terminal distributes the content to the terminal. The copyright management system is responsible for DRM authentication of terminal equipment and authorising the content consumed by end users. The customer system provides community, forum, sharing, self-service, and other functions, which can realise content subscription, recharge, consumption record inquiry, bill printing, and other functions. The authentication and authentication system is responsible for the unified management of users, realising the unified authentication and authentication of different terminals and services, and completing the binding of network film and television cultural content cloud service platform users and existing digital TV users. BOSS system is responsible for publishing content authorisation to the DRM copyright management system and managing terminal billing [3].

### 3.2. Filming and Production

Shooting and production usually refer to the shooting and production process of movies, television, or cartoons. This process can be divided into two main parts, pre-shooting and post-production. The early shooting includes the performance of the actors, the layout of the scene, the production of props, and the lighting and lighting. This stage is very important because it will determine the picture style and atmosphere of the work. In the operation mechanism of the production management model of the director centre, the director-centered film creation, actor selection, and production team formation are carried out according to the director's own will [2]. At the same time, the pre-production also provides a production basis and material preparation for post-production. Post-production includes editing, sound effects, special effects, music, and other technical means to further optimise and enhance the audio-visual effect of the work. Film and television editing technology refers to a series of processes and methods for editing film and television programs. Through editing technology, it can edit each clip and scene in a film as needed, remove redundant scenes and duplicate content, retain the required plots and shots, make the film more compact and coherent, and also highlight the theme and highlights of the film. In the editing process, professional editing software is usually used to edit and process video and audio, including cutting, splicing, dubbing, sound effects, special effects, and other operations. Film and television editing technology is a very important part of film and television production, which plays an important role in improving the quality of films and enhancing the viewing experience [4]. This has extremely high requirements for color, tone, sound effects, music, etc. The purpose is to create a perfect work with visual impact and auditory enjoyment.

Film and television photography and production is a very interesting and challenging work. It requires not only a solid technical foundation but also creativity and imagination.

### 3.3. Mode of Publicity

The publicity method refers to the various means of communication and distribution used in different fields or industries to achieve specific purposes, such as enhancing brand awareness and promoting products or services, which can be divided into online and offline forms.

Online publicity mainly includes social media, self-media, short videos, live broadcasts, and other forms. Regarding social media platforms, such as Facebook, Instagram, Twitter, etc., enterprises can interact and communicate more directly with the target audience, focusing on two-way communication, aiming to understand the needs of the audience and adjust the enterprise strategy in real time. It can also choose self-media and blog publicity to attract specific audiences interested in corporate culture on we-media or blogs by providing in-depth and insightful content, which is more and more valued by enterprises. It can also allow enterprises to display the specific use process and functional characteristics of products or services through short videos or live broadcasts, which can receive feedback from the audience in real-time and facilitate the adjustment of communication strategies.

Offline publicity mainly focuses on print media, outdoor media, film and television-based publicity and trailers, etc. Print media publicity includes newspapers and magazines. When delivering information to the public, these media can interpret service and value in a targeted way. Their inherent artistic achievements and influence are the ultimate advantages. Outdoor media publicity, such as large-screen advertisements, posters, etc. Although the investment is relatively high, the publicity effect is remarkable. As a film and television base, the popular dramas it makes have a publicity and advertising effect that is unparalleled by other media. Therefore, the film and television base should make full use of film festivals, TV festivals, and other platforms to attract investment and dramas. The film and television base should effectively publicise the popular dramas, that is, penetrate the publicity of the film and television base from every link of the start-up, scene placement, publicity, distribution, and release of film and television dramas [5].

The income of the film and television base mainly comes from the income brought by film and television tourism and film and television co-shooting. Therefore, the number of tourists and crews is the basic guarantee for economic sustainability. The fundamental means for the film and television base to attract tourists to carry out film and television tourism is to promote the promotion and driving effect of the popular dramas made by the film and television base. On this basis, it has developed cost-effective tourism products. The film and television base attracts the crew in perfect film and television shooting supporting services, various scenes, etc. The perfect supporting services for film and television shooting benefit from the agglomeration of the film and television industry formed by the film and television base. The agglomeration of the film and television industry can not only provide thoughtful and all-round services for the crew but also greatly reduce the cost of film and television shooting and improve the shooting efficiency [6]. Also can choose to promote it on the trailer before the movie or TV broadcast, or on the movie magazine and video website.

## 4. Tactics

The future development direction of film and television and provide suggestions. Pay attention to originality, combined with streaming media and cross-border cooperation.

At the industrial level, one should actively extend the film and television industry chain and accelerate the integration of multiple industries. China's film and television industry should learn from the peripheral product development strategies of national film and television companies such as the United Kingdom, the United States, Japan, and South Korea, and actively promote the integration of film and television products with tourism, publishing, clothing, toys, and other industries, and continuously increase the revenue proportion of film and television drama derivatives. Secondly,

strengthen international exchanges and cooperation, and improve and strengthen the overseas nodes of film and television products. Film and television enterprises should continue to strengthen exchanges and cooperation with overseas film and television broadcast platforms, actively expand new nodes for film and television dramas to go abroad, and strive for more opportunities for excellent works to go abroad. Thirdly, China's film and television industry should take the initiative to actively lay out overseas communication markets and platforms, and grasp the initiative of film and television works to go abroad. Finally, the channels and scale of financing depending on the industry should be further expanded. Chinese film and television enterprises can actively try Internet financing, provide sufficient funds for the development of the film and television industry with the help of crowdfunding and other Internet methods, and accurately predict consumers' viewing preferences with the help of Internet big data, to improve the market accuracy of film and television works [7]. At the same time, with the help of promotional platforms such as film festivals, and with the increase of international exchanges, co-production has become a fashion in France. Cross-border cooperative production opens up a new way to find funds for French film and television bases. Through the joint investment of investors in film and television production and production in many countries, resource sharing can be realised in terms of financial support, technical level, geographical environment, human resources and other conditions. At the same time, it can provide all the benefits [8].

First of all, optimise the arrangement. Sample testing, material optimisation, schedule evaluation and word-of-mouth management are four important aspects of risk management in the publicity and distribution process. Through the sample test, we can detect the audience's evaluation in advance and prevent the mismatch between the content and the target audience; material optimisation aims to screen out the marketing information that can most arouse the interest of the target audience, so as to avoid the publicity materials from falling short of the expected effect; evaluate the competition situation of the schedule in advance to reduce the risk of scheduling or viewing due to the mistake of the film's schedule strategy, thus affecting the risk of affecting income; poor feedback from the audience after the screening will also affect the income trend, and word-of-mouth management can reduce the relevant risks to a certain extent by guiding positive evaluation [9]. Arrange the screening plan reasonably according to market demand, film type, and audience group, and flexibly adjust the screening time and strategy to maximise audience attraction and increase box office revenue. Secondly, improve the audience experience. Provide a comfortable viewing environment, including high-quality audio-visual effects and comfortable seats, while providing diversified services such as food and beverages, as well as convenient services for special groups. Then strengthen marketing, use social media and other channels for publicity and promotion, carry out ground activities and joint marketing, and establish a membership system to increase audience loyalty. And improve the quality of service. Provide diversified ticketing methods and convenient admission services, keep the cinema clean, and provide high-quality after-sales service. One should also find ways to reduce costs and improve efficiency. Improve operational efficiency by optimising procurement, saving energy and consumption reduction, and implementing refined management. At the same time, build a characteristic service system. According to the characteristics of the cinema and market demand, create special cinemas and services, such as co-shooting services and optimise procedures, to attract specific audience groups.

## 5. Conclusion

The research result of this study is that the operation and management of film and television requires a certain understanding of this aspect and a series of work, especially the investment in later publicity is very large, so as to further draw the conclusion that if want to make achievements in film and television operation, one must keep up with the times and innovate the mode to attract viewers. This study provides a lot of valuable reference significance for future research, which mainly affects the

future development direction of film and television publicity mode and film and television strategy. Future research should focus more on the change of publicity mode and strategic marketing cross-border cooperation direction for in-depth exploration.

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