

## Analysis on the Management Mode of Media Companies under the Background of Media Convergence

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**Abstract:** Media convergence has become a major challenge for media companies. In the past decade, all kinds of media companies have continuously created new models and new tracks in the media industry. The relevant levels of the industry field, from users, media, platforms, and industrial chains are undergoing epic changes. In such a century of great changes, media companies must not only face the innovation of the technology industry, but also follow the rhythm of the historical trend. Through systematic analysis and empirical research, this paper briefly discusses the operation and management mode of media companies under the background of media convergence, providing beneficial theoretical support for the transformation and upgrading of media companies and risk prevention and control.

**Keywords:** Media; Company; Integration; Management; Market

### 1. Introduction

Through the changes of the Internet era and the mobile Internet era, the main battlefield of media is also constantly shifting its main position [1]. As the main force of the media industry, the operation, management and profit model of media companies also need to constantly adjust, upgrade and transform actively according to the progress of science and technology, the change of production and consumption mode and even the change of political situation. Based on the current media convergence as the background, this paper discusses the operation and management of media companies.

### 2. Industry Background Analysis

The business of media companies covers many fields such as advertising, multimedia, website, film and television, etc [2-3]. The unstoppable trend of the global media industry in the future is media integration and digitalization. As a management company with virtualization ideas and artistic and cultural communication as its main business, it needs to analyze the development trend of the media industry, constantly strengthen its core competitiveness, follow up the development of the industry, and continuously improve its technical level and management mode in order to maintain its own advantages in the competition, so that it can always be new and green, and the cause will continue to develop and improve. At present, Internet page advertising and online games and mobile games have become the pillar industries in the media industry, and online video, content production, mobile phone games, digital music and online cultural creation are the segments with the greatest growth potential. Models such as content payment, live streaming and cross-border data trade have become new economic growth points in the media industry [4]. Media companies need to constantly

change and optimize their management models, participate in and lead the new stage of rapid integration of digital economy and media.

### **3. Current Situation of Operation and Management**

#### **3.1 Analysis of Current Situation of Media Industry**

In recent years, the revenue of the media industry has grown rapidly year-on-year, with strong revenue capacity and rapid growth [5]. Taking China as an example, it has always remained above 10%. At present, in the process of rapid development of the media industry, the whole has gradually faced various new problems and new situations, such as industrial structure adjustment and economic structure transformation and other phased change and progress needs. However, the risks and uncertainties in the media industry are also increasing significantly. For example, with the arrival of new regulations and related policies in China, the media industry has entered the "capital cooling stage" and "policy strict management stage". Under the influence of stricter supervision and increasingly strict industry exit channels, the investment and financing market will be relatively difficult to raise funds. The improvement of the policy is conducive to the continuous improvement of the self-discipline consciousness of the media industry and the main body. At the same time, the continuous refinement and vertical of the policy supervision will make the direction of the regulation and support of the media industry more precise, which will help enterprises to locate and clarify the future development direction of the industry and enterprises, and achieve healthy and sustainable development.

#### **3.2 Human Resource Management of Media Enterprises**

The first is to determine the principle of talent strategy of media enterprises. Taking Zhang Yiming of ByteDance Technology Company as an example, "The first rule of enterprise development: never lose talent; Number two: Never forget number one." [6]. As a high-tech media company, the importance of talent strategy is self-evident. Zhang Yiming according to their own selection experience,

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summed up the outstanding talent should have five characteristics. They are "curious, able to actively learn new things, new knowledge and new skills", "optimistic about uncertainty", "not willing to mediocrity", "not arrogant, to be able to maintain satisfaction", "judgment of important things", none of these five is related to professional and technical ability, the level of excellence of talent is not determined by the visible knowledge and skills floating on the surface of the water. It depends on traits, values, roles, and so on that are not visible below the surface. ByteDance defines talent not as a cost, but as capital. The second is to achieve high-quality and efficient talent recruitment. Recruitment methods and costs in the digital age, quality and efficiency have been continuously improved, and costs have been continuously reduced. For example, TikTok human resources live report provides enterprises with a new recruitment channel, through the form of live broadcast enterprises intuitively show their working environment and team atmosphere, attract more outstanding talents. The interaction and instant communication between enterprises and candidates not only improves the efficiency of recruitment but also reduces the various costs of offline recruitment. At the same time, ByteDance Technology Company also carried out mergers and acquisitions recruitment, invitation recruitment and other ways to achieve the introduction of high-quality talent teams. Third, optimize talent management and compensation. Take ByteDance Technology Company as an example, the total number of employees is about 60,000, male to female ratio of 57:43, mainly in the 1980s and 1990s. In March 2022, for example, the average monthly salary reached nearly 30,000 yuan, and 30,000 to 50,000 yuan accounted for more than 50%. Half a year, 30% of the employees are preferred to have a salary adjustment, and enjoy stock options according to levels.

#### **3.3 The Control Mechanism of Media Enterprises**

Media companies involve a wide range of businesses and many processes. Under the industry characteristics of media convergence, various businesses complete the business chain through various channels and ways online and offline [7]. Corporate management needs to continuously improve internal control,

risk management and internal audit mechanisms to achieve standardized management of the whole process before, during and after the event. Unable to learn from the previous experience of other industries, media companies under the background of media convergence are difficult to be controlled by traditional methods. The main manifestations are weak control environment, incomplete risk assessment mechanism, many key links of internal control, incomplete supervision mechanism and other problems, which are more prone to various problems causing losses of the company. For example, on November 30, 2021, according to the judgment published by the China Judicial Documents Network, two TikTok employees pushed the specified content to the hot list of TikTok due to accepting a total of more than 580,000 yuan from others, and the Beijing Haidian District People's Court sentenced two people to the crime of accepting bribes as non-state staff in the first instance [8]. It is also necessary to continuously improve the internal control environment, improve the risk management and control mechanism, optimize the key nodes of internal control, and strengthen information communication to continuously optimize the effectiveness of internal control.

#### **4. Corporate Infrastructure**

The management structure of media companies can be classified according to different criteria, such as business type, company size, organizational structure, etc. For example, according to the type of business can be divided into comprehensive media companies, professional media companies and so on [9]; According to the size of the company, it can be divided into large media companies, small and medium media companies, etc. According to the organizational structure, it can be divided into divisional system, functional department system, linear function system, etc. The management structure of a media company is a complex system that needs to be adjusted and optimized according to the specific circumstances of the company to ensure the smooth operation and development of the company. From the perspective of enterprise tree diagram, the management of general media companies is still hierarchical, and the

management is realized step by step. However, the former companies in the industry continue to change according to the development of The Times and try more scientific structure management models. The outstanding feature is to reduce rules and approval processes, achieve flexible and diversified organizational structure, actively weaken hierarchical management, and achieve internal business information transparency. For example, ByteDance Technology Company formed a flat structure that lightened positions, focused on work, focused on efficiency and project-oriented. With the administrative section, personnel section and business section as the classification, the levels are connected by the work line, and the upper and lower levels are not connected, and the hierarchical management is simplified and the effectiveness and efficiency are improved by the system fracture.

### **5. Focus on Operation and Management**

#### **5.1 Basic Directions**

The business content of media companies often involves many fields such as culture, entertainment, advertising and news, and the business competition is fierce [10]. In addition, the market of media companies has basically changed from the supply and demand market to the demand market, and the personalized demand market has gradually matured. Small to the street advertising company, to provide customers with accurate print advertising design and copywriting. So large that TikTok realizes user value, creator value, and platform value through algorithms. Under the background of media convergence, media companies have ushered in a new all-media pattern, and the realization of value and business expansion should be achieved through the flexibility of the company's organizational structure, so as to achieve the mechanization and efficiency of the company's operation and management.

#### **5.2 Overall Planning**

Adhere to the people-oriented, based on the talent strategy, the company's differentiated positioning, determine the existing business advantages and development advantages, vigorously expand the regional market, and focus on individual users and key users.

Accurately locate the revenue nodes of the industrial chain, steadily improve the main projects, do a good job in internal control, risk management and internal audit of major projects, and actively explore in multiple fields, channels and ways.

### 5.3 Focus On

First, new technologies enable industrial upgrading. Fully specific business content corresponding to the big data, AI artificial intelligence and other new technologies, to create a data-driven full chain technology innovation and service system, to provide users with better breadth, speed and depth of multimedia integration information services [11]. Second, improve the product quality control system. Adhere to the content is king, and constantly improve the quality of media products and services. The third is to do a good job of enterprise publicity and project publicity, based on positioning and customers, through online and offline channels to promote company-level project business, consolidate customers, explore customers, and create customers.

### 5.4 Capital Factor

As the core of the world market economy, the capital market has three functions: financing, institutional cultivation and asset restructuring [12]. In the face of the outstanding problems of shortage of funds, institutional discomfort, unscientific and unreasonable allocation of resources, the capital market can help solve such problems. In the operation and management of media companies, the development trend and competition of the industry and the international media industry is an important consideration. For the survival and development of Chinese media companies, it is inevitable to get rid of the bondage of the old system, improve their own governance structure, actively make full use of the capital market, and accelerate the expansion of capital and capacity. With the help of the capital market, we can enter the new media field integrating digital technology and the news publicity and public entertainment field with huge market potential, and quickly improve and strengthen our strength, so as to successfully meet the ever-approaching competition and challenges of the international media industry. Take News Corporation of the

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United States as an example, it has developed into a diversified media group with cable and satellite TV, movies, newspapers, magazines and printing, and it is one of the largest media conglomerates in the world. The group not only controls the development of the industry, but also becomes part of the political force, wantonly to turn the media power in its hands into a political weapon.

## 6. Risk and Hidden Danger Analysis

### 6.1 Business Risks

One is that media companies rely too much on advertising revenue. For example, China's media industry has always used advertising as the main way to generate revenue. As a result, China's media industry has a single management mode for a long time, and the development of multiple management is slow, and media companies mostly depend on advertising. Second, the uncertainty of new technologies and new directions. In the context of media convergence, new technologies, new models and new directions also have to go through stages such as germination, expectation expansion, bubble bottom, stable climb and peak, and there are more uncertain factors and more complex. In the process of the company's operation and management, it is necessary to be robust, bold and innovative. Third, policy and competition risks. Market risk is one of the major challenges facing media company projects. With the popularity of the Internet, the audience size and advertising revenue of traditional media continue to decline. In addition, the rise of new media has also intensified market competition. Media companies should conduct sufficient market research in the project planning stage to understand the potential audience needs and market trends in order to determine the best project direction. There are also risks in policy politics that cannot be ignored. On March 13, 2024, the US Congress passed the TikTok-related bill by an overwhelming margin of 352:65, and went all out to kill TikTok.

### 6.2 Legal Risks

Legal risk is an important challenge for media company projects. Projects in the media industry often deal with issues such as



copyright, intellectual property and compliance. Violation of laws and regulations in the field of media and other companies will result in great legal risks and financial losses [13]. Before the implementation of the project, the media company should conduct a comprehensive investigation and repeated verification of relevant laws to ensure the legal compliance of the project, establish or contact a professional team of lawyers to solve relevant legal problems in a timely manner. Take entertainment culture media business as an example, contract disputes, copyright issues, privacy issues are all direct risks. For example, the State Internet Information Office issued the newly revised "Regulations on the Management of Information Services for Internet Users' Public Accounts" on January 22, 2021, setting up provisions on classified management of public accounts, industry self-discipline, social supervision and administrative measures. It should effectively avoid illegal acts and effectively deal with trademark and design infringement, picture and font infringement and other legal cases to safeguard the legitimate rights and interests of the company.

### **7. Industry Future Outlook**

With the advent of the multimedia era, the integration of media has become an irreversible trend. As a cross-media group that integrates information, news, entertainment and business, the cost of information reproduction continues to decrease, the speed of transmission continues to increase, and the field continues to expand. If radio, television, the web, print and mobile media are integrated, the overall cost can be reduced. At the same time, the market space has been broadened by a step, and the target market will be greatly improved on the original basis. The change of communication means caused by technological breakthroughs has had a profound impact on the media industry, and any single media no longer has an absolute advantage, which has developed into a general trend. The future breakthrough of the development of the media industry and the future development of media companies will not only be through a single media and simple internal adjustment of the media, but also must be a continuous quantitative change, phased realization of qualitative change process to

form cross-media and cross-industry development. Under the premise of ensuring the stability of the company, the media industry should actively use the power of capital to explore the joint integration of cross-media and cross-platform, and constantly improve the comprehensive competitiveness of the industry.

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