Construction of a Multi-Level Strategic System for Cultivating Cultural Industry Management Talents in Colleges and Universities

Zhenzhen Hu[1], Tao Zhou[2]*

[1]Sichuan Fine Arts Institute, Chongqing 400000, China
[2]Daegu Catholic University, Daegu 38430, Republic of Korea

*Corresponding author: Tao Zhou, 39885082@qq.com

Abstract: Through SWOT (strengths, weaknesses, opportunities, and threats) and PEST (political, economic, social, and technological) analysis, this study discusses the construction of a multi-level strategic system for the cultivation of cultural industry management talents in colleges and universities. First of all, based on SWOT analysis, it is found that colleges and universities have rich educational resources and policy support, but they face challenges such as insufficient practical teaching and intensified international competition. External opportunities come from the rapid development of the cultivation of cultural industry management talents and policy promotion, while threats come from global market competition and talent flow. Secondly, PEST analysis reveals the key factors in the macro-environment: at the political level, the state vigorously supports the cultivation of cultural industry management talents; at the economic level, the market demand for cultural industries is strong; at the social level, the public cultural consumption is upgraded; at the technological level, digital transformation promotes industry innovation. On this basis, this paper puts forward a multi-level strategic system covering theoretical education, practical skill improvement, interdisciplinary integration, and international vision training. The system aims to solve the problems existing in talent training in colleges and universities and cultivate high-quality cultural industry management talents with theoretical knowledge, practical skills, and global vision, so as to adapt to the increasingly complex and diversified cultural industry management talents market demand and promote the long-term development of the industry.

Keywords: Cultural industry management talents; Personnel training; Multi-level strategic system

1. Introduction

Since the onset of the 21st century, economic globalization and social informatization have broadened the channels and methods of information dissemination, leading to a closer relationship between information and socio-economic development [1]. The cultural sector in colleges and universities, propelled by the

country's economic rise, has witnessed unprecedented growth opportunities [2]. The cultivation of cultural industry management talents, integral to colleges and universities' economic modernization, showed stable development trends in 2019, with operating revenues reaching 8662.4 billion yuan—a 0.7% increase from 2018 [3]. This growth is characterized by the rapid expansion of news information services, cultural investment operations, and creative design services [4].

1.1. Culture industry overview

Cultural industries encompass activities dealing primarily with symbolic goods—those whose economic value stems from their cultural value [5]. These include broadcast media, film, publishing, recorded music, design, architecture, new media, and traditional arts like visual art, crafts, theatre, music, literature, museums, and galleries. The definition of cultural industries remains fluid due to the evolving aesthetic and symbolic meanings of products and activities, posing challenges for quantitative studies.

1.2. Cultural enterprise strategy

Research on YouTube highlighted the importance of satisfying user creativity and launching products that meet user needs [6]. Scholars also emphasized the establishment of social networks based on information dissemination to enhance business publicity [4]. The strategic management of cultural enterprises involves technology optimization, scientific management, and strategic upgrading, addressing both internal ecosystems and broader industry contexts. The role of the digital revolution and cultural convergence is pivotal, necessitating real-time adherence to cultural development rules.

1.3. Enterprise strategic management

Strategic management involves setting strategic objectives and implementing development measures. Alfred D. Chandler's analysis focused on the internal structure, environmental conditions, and strategic measures, emphasizing the interconnectedness of these factors. Henry Mintzberg's 5P model—Plan, Pattern, Position, Perspective, and Ploy—provides a comprehensive framework for understanding enterprise strategy [5].

1.4. SWOT analysis

The SWOT matrix helps in strategic choice analysis by evaluating strengths, weaknesses, opportunities, and threats. The SO (strengths-opportunities) strategy involves aggressive expansion, the WO (weaknesses-opportunities) strategy emphasizes internal management and seizing opportunities, the ST (strengths-threats) strategy focuses on leveraging internal advantages to mitigate threats, and the WT (weaknesses-threats) strategy involves defensive measures to overcome disadvantages and prepare for future opportunities [7].

2. Methodology
2.1. Problem statement

This study aimed to address the following questions:
   (1) What are the internal factors behind the development strategy of cultivation of cultural industry management talents in colleges and universities?
   (2) What are the external factors affecting the development strategy of cultivation of cultural industry management talents in colleges and universities?
   (3) What are the advantages and disadvantages of the cultivation of cultural industry management talents in colleges and universities?

(4) What opportunities and threats do colleges and universities face in the cultivation of cultural industry management talents?

2.2. Conceptual framework

This paper examined theories related to the strategic management of colleges and universities in the cultivation of cultural industry management talents, focusing on strategy formulation, implementation, and control. The objective was to provide insights into the development strategies of these enterprises, aiding market evaluation and enhancing understanding of their development status.

2.3. Research design

The study analyzed the internal and external environments of colleges and universities' cultural industries, using SWOT analysis to identify their strengths, weaknesses, opportunities, and threats. A questionnaire survey formed the primary data collection method.

2.4. Data analysis

Quantitative data were analyzed using descriptive statistics, and SWOT analysis was performed to identify the strengths and weaknesses of colleges and universities' cultural industry.

3. Results

3.1. Internal factors

3.1.1. Financial resources

Industries with robust financial resources and retained earnings have a strong foundation for expansion and innovation. Financial stability enables these industries to invest in new technologies, enhance production capabilities, and sustain competitive advantages.

3.1.2. Professional workforce

A large pool of professionals with expertise in various domains contributes to the innovation and efficiency of the cultivation of cultural industry management talents. Skilled personnel drive creative processes, technological advancements, and strategic decision-making.

3.1.3. Innovation capabilities

High innovation capabilities allow industries to develop unique content, adopt new technologies, and improve operational efficiencies. Industries that prioritize research and development (R&D) tend to outperform their competitors.

3.1.4. Market competition

Intense market competition necessitates continuous improvement and adaptation. Industries must innovate and differentiate their offerings to maintain market share and customer loyalty.

3.2. External factors

3.2.1. Government policies

Government support and regulatory frameworks significantly impact the cultural sector's growth. Policies

that promote innovation, protect intellectual property, and provide financial incentives are crucial for industry development.

3.2.2. Macroeconomic conditions

The overall economic environment, including GDP growth, consumer spending, and investment levels, influences the cultural sector's performance. Economic stability and growth create favorable conditions for the cultivation of cultural industry management talents.

3.2.3. Technological advancements

Rapid advancements in digital technologies and social-cultural platforms offer new opportunities for content creation, distribution, and audience engagement. Industries that leverage these technologies can enhance their reach and efficiency.

3.2.4. Cultural and social trends

Changes in cultural and social norms affect cultural consumption patterns. Industries must stay attuned to these trends to produce relevant and engaging content.

3.3. SWOT analysis

3.3.1. Strengths

(1) Strong financial backing and retained earnings.

(2) Access to skilled professionals and innovative capabilities.

(3) Ability to attract financial support from institutions.

3.3.2. Weaknesses

(1) High levels of competition leading to market saturation.

(2) Dependence on regulatory frameworks can be restrictive.

3.3.3. Opportunities

(1) Favorable government policies and economic conditions.

(2) Technological advancements that facilitate innovation and efficiency.

3.3.4. Threats

(1) Regulatory changes that may impose constraints.

(2) Economic downturns that could reduce consumer spending and investment.

4. Discussion

First of all, the cultivation of cultural industry management talents in colleges and universities faces many challenges and opportunities. SWOT analysis showed that colleges and universities have obvious advantages in teaching resources and academic research, but there are some problems such as single training mode and disconnection between theory and practice. At present, the vigorous development of the cultivation of cultural industry management talents has brought huge market demand and policy support for talent training, but it also faces the threat of global competition. Therefore, colleges and universities must make effective

strategic adjustments on the existing basis in view of these internal disadvantages and external challenges.

Secondly, PEST analysis reveals the profound influence of the external macro-environment on the cultivation of cultural industry management talents. At the political level, the government has continuously introduced relevant support policies, which have provided a strong guarantee for the development of cultural industries and related disciplines; at the economic level, the cultivation of cultural industry management talents has become an important pillar industry of the national economy, and the demand for high-quality management talents has surged with the continuous expansion of its market scale; at the social level, the diversification and upgrading of cultural consumption have prompted colleges and universities to cultivate more innovative management talents; at the technological level, the digital transformation and the application of new cultural technology require universities to cultivate talents who can adapt to the rapidly changing technical environment and innovative thinking. These macro factors provide a good external environment for talent training, and at the same time put forward higher requirements for talent training mode in colleges and universities.

Based on the above analysis, the multi-level strategic system proposed in this paper covers three core elements: theoretical knowledge, professional skills, and practical skills. First of all, in terms of theoretical education, colleges and universities should strengthen the teaching of theoretical knowledge related to basic disciplines and cultural industries to lay a solid academic foundation for students. Secondly, in skills training, it is necessary to integrate interdisciplinary teaching methods to cultivate students' comprehensive quality, especially management, marketing, law, and other skills closely related to the cultivation of cultural industry management talents. In addition, the strengthening of practical links is essential. It is suggested that students' practical operation ability and industry experience can be improved through school-enterprise cooperation, internship projects, and industrial practice topics. Finally, the cultivation of international vision is also the key. The development of the cultivation of cultural industry management talents under the background of globalization requires students to have international thinking and skills. Colleges and universities should provide overseas exchange opportunities and international courses to enhance students' global competitiveness.

To sum up, the training system for the cultivation of cultural industry management talents in colleges and universities needs to be upgraded systematically, from single theoretical indoctrination to multi-level and multi-dimensional training mode, in order to effectively cope with the rapidly changing market demand of cultural industry management talents. Colleges and universities should continue to pay attention to industry trends, adjust and optimize the talent training program, ensure that the students trained can be competent for future industrial needs, and promote the sustainable development of the cultivation of cultural industry management talents. The implementation of this multi-level strategic system will not only help to improve the quality of higher education but also provide a steady stream of high-quality talents of cultural industry management and promote the long-term development of the whole industry.

5. Conclusion and recommendations

5.1. Strengthening theoretical education and building a systematic knowledge system

5.1.1. Optimizing the curriculum

Colleges and universities should optimize the existing curriculum system according to the development trend of the cultivation of cultural industry management talents, covering the theoretical basis of the cultivation of cultural industry management talents, economics, management, marketing, laws and regulations, and other disciplines to ensure that students have a broad and solid basic knowledge.

5.1.2. Updating the teaching content

Colleges and universities should keep up with the changes in the industry, update the teaching materials and teaching content in time, and incorporate cutting-edge issues such as cultural creativity and digital transformation. We can regularly invite industry experts and scholars to participate in the course design to ensure that the teaching content is coordinated with the development of the industry.

5.2 Strengthening interdisciplinary cooperation and enhancing comprehensive ability
5.2.1. Interdisciplinary course integration

The cultivation of cultural industry management talents involves many fields, such as cultural creativity, technological innovation, business management, etc. Universities should encourage interdisciplinary curriculum cooperation. For example, combining cultural management courses with marketing, information technology, financial management, and other courses can help students master a variety of skills and adapt to the diversity of industries.

5.2.2. Diversified teaching team

Teachers and researchers with multi-disciplinary backgrounds are introduced to participate in the teaching of cultivation of cultural industry management talents management courses. There are professors with profound academic backgrounds and senior executives with rich industry experience, providing students with diverse perspectives and practical skills.

5.2.3. Joint scientific research projects

The Department of Cultivation of Cultural Industry Management Talents Management is encouraged to cooperate with other disciplines to declare scientific research projects so that students can participate in them and get in touch with practical project management and the application of cross-disciplinary knowledge.

5.3 Strengthening practical teaching and deepening school-enterprise cooperation
5.3.1. Establishing a platform for school-enterprise cooperation

Colleges and universities should establish close cooperative relations with enterprises related to cultural industries, create long-term practice bases and practical projects, and help students accumulate experience in a real business environment. Students can participate in the actual project operation by building an "industrial studio" with enterprises.

5.3.2. Institutionalization and diversification of internships

Students are required to complete off-campus internships for a fixed period, with diversified forms of internships, covering different fields such as cultural and creative industry, film and television institutions, museums, etc., to help students understand all aspects of the cultivation of cultural industry management talents. Colleges and universities can jointly develop internship programs with enterprises to ensure that students can be exposed to the core operating processes of the industry during the internship.

5.3.3. Case teaching and simulation project

Real enterprise cases are introduced into the course and simulation management projects are conducted so that students can make simulation decision-making, operation, and problem-solving in class and improve their practical management skills. A cultivation of cultural industry management talents simulation contest can also be held to enable students to solve real business problems through teamwork.

5.4. Enhancing international vision and cultivating global competitiveness
5.4.1. International curriculum design

The course on international cultivation of cultural industry management talents management is introduced, covering the global cultural market, transnational cultural exchange, international copyright law, etc., to help students understand the operation mode and trend of international cultivation of cultural industry management talents. At the same time, we can cooperate with internationally renowned universities to set up joint training programs or double-degree programs.

5.4.2. Overseas exchange and internship opportunities

Colleges and universities should actively expand international exchange channels and increase students' opportunities for overseas study or internship. For example, establishing cooperation with foreign cultivation of cultural industry management talents enterprises and art institutions can provide students with opportunities for overseas internships and cultural exchanges, so that they can master the dynamics and operation modes of the global cultural market.

5.4.3. International teaching staff

Teachers with international experience, especially experts and scholars with rich international cultivation of cultural industry management talents management background, are attracted to participate in teaching, offer lectures or short courses, and expose students to multicultural management concepts and methods.

5.5. Adapting to digital transformation and cultivating technology application skills
5.5.1. Combination of digital technology and cultivation of cultural industry management talents

With the digital development of the cultivation of cultural industry management talents, colleges and universities should add digital technology-related content, such as big data analysis, new cultural technology, and artificial intelligence, to help students master how to combine digital technology with cultural management to realize industrial innovation.

5.5.2. Digital teaching platform

Colleges and universities should build an online learning platform, provide curriculum resources for digital culture management and technology application, and help students learn digital-related knowledge at any time. At the same time, the simulation training of online project management and virtual cultivation of cultural industry management talents management is carried out to enable students to adapt to the new cultural and digital working environment.

5.6. Evaluating and optimizing the talent training system regularly
5.6.1. Evaluation mechanism of personnel training effect

Colleges and universities should establish a regular evaluation mechanism to evaluate the personnel training effect through various channels such as student feedback, follow-up surveys of graduates, and feedback from employers, so as to discover and solve the shortcomings in the training process in time.

5.6.2. Dynamically adjust the training scheme

Colleges and universities should flexibly adjust the talent training scheme according to the changes in the cultivation of cultural industry management talents market and students' feedback, ensure that the course

content, teaching mode, and practical activities can keep pace with the times, and continuously optimize the training system.

5.7. Policy support and capital investment guarantee

5.7.1. Striving for government policy and financial support

Colleges and universities should actively strive for policy and financial support from local governments and relevant departments, especially in the construction of research and practice platforms in the field of cultural industries, and obtain more resources to promote the improvement of the talent training system.

5.7.2. Optimization of capital allocation in schools

Colleges and universities should optimize the internal capital allocation of universities, increase capital investment in the cultivation of cultural industry management talents management disciplines, and support more research projects, teaching innovation, and international cooperation projects.

Funding

Disclosure statement

The authors declare no conflict of interest.

References

[2] Benzaghta MA, Elwalda A, Mousa M, et al., 2021, SWOT Analysis Applications: An Integrative Literature Review. Journal of Global Business Insights, 6(1): 55–73.

[3] Gruzina I, 2021, The Essence and Features of the Competency-Based Approach to Strategic Enterprise Management. Development Management, 18(4): 30–40.

[4] Li F, Larimo J, Leonidou LC, 2021, Social Cultural Marketing Strategy: Definition, Conceptualization, Taxonomy, Validation, and Future Agenda. Journal of the Academy of Marketing Science, 49(1): 51–70.

[5] Yin E, Phillips N, 2020, Understanding Value Creation in Cultural Industries: Strategies for Creating and Managing Meaning. Journal of Humanities and Applied Social Sciences, 2(3): 165–180.

[6] Gebesmair A, Ebner-Zarl A, Musik C, 2022, Symbolic Representations of Cultural Industries at Content Trade Fairs: Bourdieu's "Economic World Reversed" Revisited. Poetics, (92): 101614.

[7] Park SD, 2022, Policy Discourse Among the Colleges and Universities Public on Initiatives for Cultural and Creative Industries: Text Mining Analysis. SAGE Open, 12(1).

[8] Zhao Y, 2020, Difficulties and Challenges of Strategic Management of Start-Up Enterprises in the New Era. SHS Web of Conferences, (135): 01018.