

# Optimization Path of Business Ecology of Small and Medium-Sized Film and Television Media Enterprises in the New Era

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**Keywords:** Film and Television Media Enterprises; Business Ecology; Optimized Path; Technological Innovation; Market Demand

**Abstract:** Under the background of the new era, the film and television media industry has undergone profound changes, and small and medium-sized film and television media enterprises (SMFTEs) are facing development challenges, and their business ecological optimization has become a key issue. This article focuses on this, by analyzing the current situation of enterprise business ecology, discusses the key factors affecting optimization, puts forward optimization principles and objectives, and explores feasible optimization paths. It is found that the business ecology of SMFTEs is influenced by many factors, such as technological innovation, policy orientation and changes in market demand, and presents a situation in which internal difficulties and external pressures coexist. Based on this, the industry should follow the principles of adaptability, innovation and synergy, make clear the goal of improving competitiveness in the short term and realizing sustainable development in the long term, and start from the aspects of internal ecological optimization, external ecological expansion and the construction of coordinated development mechanism. These research results provide a reference for SMFTEs to optimize their business ecology, enhance their market position and achieve long-term development.

## 1. Introduction

In the new era of vigorous development of digital technology and profound changes in the cultural market, the film and television media industry has ushered in unprecedented opportunities and challenges [1]. As an important part of the industry, SMFTEs are of great significance to enriching the supply of cultural market and promoting the innovation and development of cultural industry [2]. However, in the complex and changeable market environment, its business ecology faces many difficulties and needs to be optimized urgently. From a global perspective, the film and television media industry has entered a new era of digitalization and globalization [3]. Emerging technologies such as big data, artificial intelligence and virtual reality have penetrated deeply, reshaping the creation, dissemination and consumption patterns of film and television content. At the same time, consumers' demand for film and television products is increasingly diversified and personalized, which makes the market competition more intense [4]. In this context, SMFTEs should not only cope with the squeeze of large enterprises, but also adapt to the rapidly changing technology and market demand.

With the promotion of cultural industry to the status of national strategic pillar industry, relevant policies have been continuously introduced, creating a good policy environment for the film and television media industry [5]. However, for small and medium-sized enterprises (SMEs), how to accurately grasp the policy orientation and make full use of the policy dividend still faces many difficulties [6]. In addition, the rise of the Internet platform has changed the pattern of the traditional film and television industry, and the relationship between various links in the industrial chain has been redefined. SMFTEs have a vague position in the new business ecology and their development is limited.

In view of this, it is of great significance to study the optimization path of business ecology of SMFTEs in the new era. It is helpful for enterprises to clarify their own development direction, enhance their competitiveness and realize sustainable development. And it also plays a positive role in promoting the overall prosperity of the film and television media industry and meeting the

growing spiritual and cultural needs of the people. This article aims to explore the feasible optimization path through the systematic analysis of related factors, and provide theoretical support and practical guidance for the development of SMFTEs.

## **2. New era of SMFTEs business ecological status analysis**

Under the background of the new era, the business ecology of SMFTEs presents a complex situation. From the macro environment, the wave of technological change has brought great impact [7]. Although digital technology provides new means for content creation, it also raises the entry threshold for the industry. Such as high definition, special effects production and other technical requirements, make SMEs face the pressure of equipment renewal and talent shortage. At the same time, the rise of Internet communication channels has changed the mode of content distribution and communication, and the effect of traditional marketing methods has weakened, so enterprises need to invest more resources to adapt to the new channels.

In the industry competition pattern, SMFTEs are in an awkward position. With the advantages of capital and brand, large media groups occupy a dominant position in the market and control high-quality resources [8]. SMEs have weak ability to obtain resources and are not competitive in project investment and actor invitation. The continuous influx of new entrants intensifies market competition. The short video platform has spawned many content creators and competed with SMEs for limited market share.

There are also problems in the relationship between commercial ecological subjects. The cooperation between upstream and downstream enterprises is unstable, and conflicts often arise due to benefit distribution and delivery time [9]. For example, producers and issuers are prone to disputes over revenue sharing, which affects the project progress. Moreover, the cooperation between enterprises and external institutions is insufficient, and the cooperation between Industry-University-Research is not close, so it is difficult to quickly transform scientific research achievements into productive forces, which restricts the innovation and development of enterprises.

## **3. Key factors affecting the business ecological optimization of SMFTEs**

In the new era, many key factors profoundly affect the optimization of business ecology of SMFTEs, which are intertwined and jointly shape the development track of enterprises. Technological innovation is undoubtedly one of the most critical factors [10]. With the wide application of cutting-edge technologies such as digital technology, artificial intelligence and big data in the field of film and television media, the whole industry has undergone earth-shaking changes. Taking digital special effects technology as an example, it greatly improves the visual effect of film and television works and enhances the audience's viewing experience. However, for SMFTEs, mastering and applying these new technologies faces many challenges. On the one hand, the purchase of advanced technical equipment requires huge capital investment, which is a heavy burden for SMEs with relatively scarce funds. On the other hand, it is not easy to train and retain professional and technical personnel. Table 1 shows the comparison of technology input and output of film and television media enterprises of different scales. It can be clearly seen from the table that large enterprises have invested heavily in technology research and development and application by virtue of their strong capital and resource advantages, and their output is also considerable, while SMEs are obviously at a disadvantage.

Policy orientation also plays an important role in optimizing the business ecology of SMFTEs. A series of cultural industry support policies issued by the government are aimed at promoting the prosperity and development of the film and television media industry. For example, preferential tax policies can reduce the burden on enterprises, and special fund support can provide financial support for enterprise projects. However, during the implementation of the policy, some SMEs may not fully enjoy the policy dividend due to reasons such as asymmetric information and inadequate policy interpretation. Some policies are not detailed enough in the implementation standards, which leads to many difficulties for SMEs in applying for support.

Table 1: Comparative Table of Technology Input and Output among Film and Television Media Enterprises of Different Scales

Enterprise Scale	Annual Technological R&D Investment (10,000 yuan)	Proportion of Technical Personnel	Proportion of Technology Applied to Core Business	Change in Production Cycle of Works after Adopting New Technologies (%)	Number of New Works Driven by Technology in the Past Three Years	Return on Technology Investment (%)	Market Response of Works (Measured by Box Office or Playback Volume, in 100 million yuan)
Large Enterprises	50,000 - 100,000	30% - 40%	80% - 90%	-20 to -15 (shortened)	10 - 15	20 - 30	10 - 30
SMEs	5,000 - 10,000	10% - 20%	30% - 50%	5 - 10 (lengthened)	3 - 5	5 - 10	1 - 5

The change of market demand is a factor that can not be ignored in the optimization of business ecology. Nowadays, the audience's demand for film and television content is increasingly diversified and personalized. They are no longer satisfied with the traditional film and television themes and forms of expression, and the demand for works with novel themes, excellent production and deep connotation is increasing. This change makes it necessary for SMFTEs to grasp the market dynamics more accurately and adjust their creative direction and marketing strategy in time. If an enterprise can't keep a keen eye on the changes in market demand, the works it produces may face the dilemma of being neglected, which will further affect the business ecology of the enterprise.

#### 4. Principles and objectives of business ecological optimization of SMFTEs in the new era

When exploring the optimization path of business ecology, SMFTEs need to follow specific principles and define reasonable goals to ensure the scientificity and effectiveness of the optimization process. Optimization should follow the principle of adaptability. The business ecology of enterprises needs to adapt to the ever-changing external environment, including technological innovation, policy adjustment and market demand change. With the gradual rise of virtual reality and augmented reality technology in the field of film and television, enterprises should adjust their creation and operation modes in a timely manner and try to integrate these technologies into their works to meet the audience's demand for immersive experience. At the same time, it is very important to follow the principle of innovation. Innovation is the foundation for enterprises to gain a foothold in the highly competitive film and television media market. From content creation, communication methods to business models, it is needed to constantly innovate. For example, some SMEs use social media platforms to carry out viral marketing and gain high attention at low cost, which is the embodiment of innovative communication methods. In addition, the principle of synergy can not be ignored. Enterprises need to establish a close cooperative relationship with all subjects in the business ecology, such as suppliers, partners and audiences, to realize resource sharing and complementary advantages, and jointly promote the benign development of the business ecology.

Clear optimization goal is the key guide for enterprise development. From the short-term goal, enhancing market competitiveness is the core. By optimizing the business ecology, enterprises expect to improve the quality and communication effect of works and increase market share in a short period of time. For example, in the next year, it is planned to increase the online broadcast volume of works by 50% and the popularity of social media topics by 30% to enhance the influence of enterprises in the market. In terms of medium and long-term goals, achieving sustainable development is the fundamental pursuit. This means that enterprises should build a stable and healthy business ecosystem, constantly expand business areas, enhance brand value and establish a good reputation in the industry. For example, within three to five years, we will successfully build a series of recognizable brand works, attract a stable audience, gradually extend the industrial chain, and set foot in the fields of film and television peripheral product development, laying a solid foundation for the long-term development of enterprises.

## 5. New era of SMFTEs business ecological optimization path

Facing the complicated and changeable market environment, SMFTEs in the new era need to explore the optimization path of business ecology from multiple dimensions in order to enhance their competitiveness and achieve sustainable development. In content creation, we should pay attention to innovation and differentiation. Content creation should avoid following popular themes and create unique audiovisual experiences by delving into niche but potential themes and combining them with new technologies. Internal management processes need to be continuously optimized to improve operational efficiency. The work of talent cultivation and introduction should be strengthened, and the talent structure should be improved by establishing a reasonable talent pool. The improvement of employee skills needs to be achieved through internal training, while providing competitive compensation and development opportunities can effectively attract external talents. Figure 1 shows the specific measures and expected effects of internal ecological optimization:

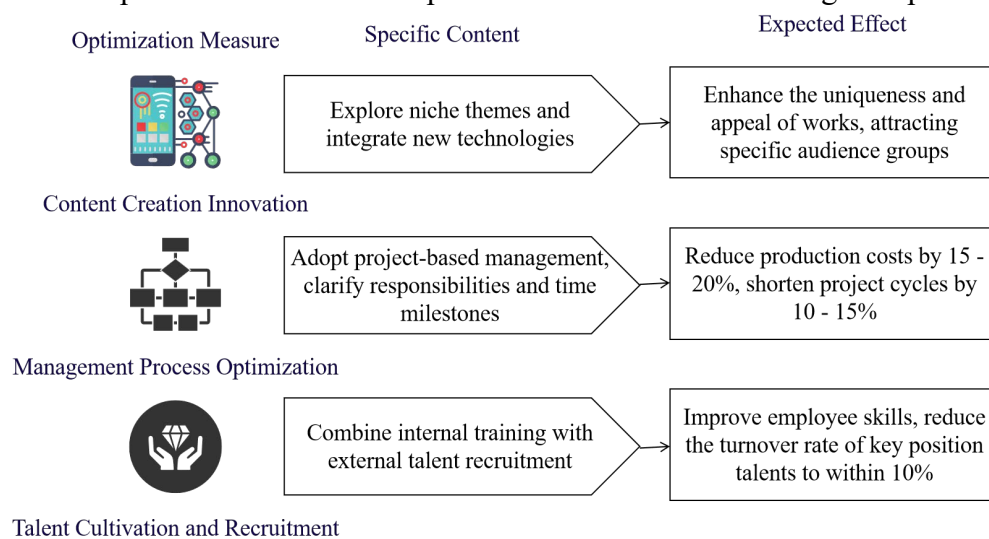


Figure 1 Internal ecological optimization measures and expected effects of SMFTEs in the new era

The strategy of external ecological expansion is very important. Enterprises should strengthen cooperation with upstream and downstream enterprises, establish long-term stable cooperative relationships with high-quality suppliers to ensure the quality of raw materials and services, and deepen cooperation with distribution and broadcasting platforms to expand communication channels. The participation of industry associations and alliances should be active, striving for more industry discourse power through experience sharing and joint response to challenges. Cross border cooperation needs to be explored by integrating with technology and cultural tourism enterprises to expand business areas, such as collaborating with game companies to develop film and television IP games, and jointly creating film and television themed tourism projects with cultural tourism enterprises. A collaborative innovation network centered around enterprises should be established, connecting the government, universities, and research institutions to form an innovative synergy. The government provides policy support and guidance, universities and research institutions provide technical and talent support, and enterprises are responsible for transforming scientific research achievements into actual products and services. A mechanism for sharing benefits and risks needs to be established to ensure that all parties receive reasonable returns in cooperation and jointly address potential risks. Through regular communication, we can solve the problems in cooperation in time and ensure the smooth progress of coordinated development.

## 6. Conclusions

This article focuses on the business ecological optimization path of SMFTEs in the new era, aiming at providing strategies for them to break through the bottleneck of development and realize sustainable development. The research shows that the business ecology of such enterprises is facing a complicated situation. In the macro environment, technological innovation has brought about

changes in creation and communication, but it has made SMEs face technical and talent problems; Although the policy has support, there are problems in implementation; The competition in the industry is fierce, the squeeze of large enterprises and the impact of new entrants coexist, and the relationship between business ecological subjects is unstable.

The key factors affecting optimization include technological innovation, policy orientation and changes in market demand. Technological progress promotes the development of the industry, but SMEs are difficult to keep up with the pace because of the shortcomings of funds and talents; The lack of policy implementation affects the acquisition of dividends by enterprises; The diversification and individualization of market demand make it more difficult for enterprises to grasp. Based on the principles of adaptability, innovation and synergy, enterprises should make clear the goal of improving competitiveness in the short term and realizing sustainable development in the medium and long term. This plan implements improvements in content creation, management processes, and talent development through internal ecological optimization; At the same time, it is necessary to expand the external ecosystem, strengthen industrial chain cooperation and cross-border integration; Ultimately, it is necessary to establish a coordinated development mechanism and integrate resources from all parties.

Through the research on the optimization path of business ecology, this article hopes that SMFTEs can effectively meet the challenges, enhance their competitiveness, find a correct position in the complex market environment, and build a healthy, stable and sustainable business ecology. In the future, related research can further pay attention to the application of new technologies such as blockchain and metaverse in the optimization of business ecology of enterprises, and the impact of dynamic policy adjustment on enterprise development, so as to provide enterprises with more forward-looking strategic suggestions.

## Acknowledgements

This article is a result of the 2022 Liaoning Provincial Department of Education's General Research Project-"Research on the Innovative Path of Business Development for Film and Television Media Companies in the New Era - Taking Dalian Qianmian Film and Television Development Co., Ltd. as an Example" (Project Number: LJKMR20221376).

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