

# Research on the Management and Operation Strategy of University Concert Hall

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## Abstract

**With the increase of central and local financial investment in university facilities, many universities have established their own performing arts venues. How to combine their own business model with management model and form transformation is a problem that auditorium managers in colleges and universities need to think deeply and study. In this paper, the representative concert hall in colleges and universities through in-depth investigation and comprehensive analysis, for Chinese colleges and universities concert hall management construction and management mechanism construction provides a reference.**

## Keywords

**Concert Hall; Operation; Management; Mode.**

## 1. Introduction

Art is the result of the development of spiritual civilization in China and has important connotations. It is an urgent task to inherit Chinese literature and cultivate modern art talents. As the service platform and carrier of modern literature and art in non-profit activities, the concert hall of colleges and universities plays an important role in prospering and developing Chinese literature and art, enriching literary content and services, and building a modern public cultural service system in China.

## 2. On the Attribute Relationship of Concert Halls in Colleges and Universities

Compared with the general performing arts team, the environmental factors and characteristics of colleges and universities have certain uniqueness in supervision, which is reflected in the following aspects:

### 2.1. Independent Management Mode of Colleges and Universities

The value and function of the construction of concert hall in colleges and universities is to provide guarantee and service for art practice teaching and art communication in Chinese colleges and universities. For example, a comprehensive and multifunctional music hall, namely the Centennial Lecture Hall of Beijing University (hereinafter referred to as "Lecture Hall"), has a certain brand influence on the quality of programs because of its perfect equipment and the artistic level of its programs. At the same time, with good brand and geographical advantages, there is also a relatively fixed audience, that is, college students in the north. In the multifunctional lecture hall, there are various theatrical performances, among which singing and drama are the main ones. At the same time, the lecture hall often cooperates with local troupes to bring different forms of local operas and operas into the campus, which has made positive contributions to promoting national traditional culture and promoting socialist art education.

## 2.2. Outsourcing Management Model

Outsourcing management mode means that colleges and universities entrust their performing arts venues to social professional enterprises for operation and management. The auditorium of Hong Kong Baptist University and the Concert Hall of Nanjing Art Institute are all contracted to professional enterprises by means of external bidding. This kind of operation mode has its advantages, but at the same time, there are also several problems: the advantages depend on the fact that after all the performing arts venues in colleges and universities are contracted out, colleges and professional companies will perform their duties, which reduces the pressure on managers and financial pressure in supervision; However, it faces the following problems: the performing arts quality of venues and the artistic quality standards of schools cannot be maintained to the same extent continuously; The goal of art education in schools is often not integrated with the operation and management purpose of the company, but involves the use and maintenance of cultural facilities and hardware, and there are certain differences between the parties because of the problem [1].

## 2.3. Enterprise Management Mode in Colleges and Universities

The enterprise management mode of colleges and universities means that colleges and universities set up their own enterprise companies and manage their own performing arts venues in an enterprise-oriented way. The He Lvting Concert Hall of Shanghai Conservatory of Music also adopts this enterprise management mode: the university specially set up the Symphony Orchestra Performing Arts Company of Shanghai Conservatory of Music to manage its own concert hall alone. At present, He Lvting Concert Hall of Shanghai Conservatory of Music has become a typical example of the operation mode of concert hall enterprises in colleges and universities at home and abroad. Shanghai Conservatory of Music has also set up a special entity company, and sent professional staff to carry out business strategy decision-making research, and designed a brand-new marketing system and publicity and promotion system for the concert hall, in order to further strengthen its cultural publicity scope and further expand its social influence.

## 3. The Operation and Management Strategy Research of University Concert Hall

### 3.1. Analysis of Internal Environment of Concert Hall in Colleges and Universities

Personnel and expenditure are usually the main factors restricting the internal structural conditions of concert halls in colleges and universities:

First, the human resources of concert halls in colleges and universities. Through research, At present, the managers of concert halls in colleges and universities in China are mostly composed of administrative staff in colleges and universities, However, because these managers usually have no practical operation management experience and corresponding training in performance or art places, introducing specialized managers and cultivating existing managers are two talent management methods that schools can choose.

Second, the operation and management funds of concert halls in colleges and universities. As a non-profit cultural and artistic performance venues, concert halls in colleges and universities in China are basically short of other forms of funding sources except financial allocations from local government departments and universities. In this respect, combined with external environmental factors, under the precondition of government permission, concert halls in colleges and universities can still develop various sources of funds.

### **3.2. Basic Principles of Operation and Management of Concert Halls in Colleges and Universities**

Through the above analysis, three principles can be grasped from the operation mode and mechanism of concert halls in colleges and universities in China:

First, grasp the laws of art. The essence of the non-profit quality of the concert hall in colleges and universities lies in its high recognition of the law and value of art, while the essence of the concert hall in colleges and universities should also improve the artistic and cultural accomplishment of individuals as a whole. University concert hall is the carrier and platform to present the best works of art to the public, and the best works of art are the respect for artistic laws and values [2].

Second, according to market principles. The industrialized operation of concert hall in colleges and universities is a brand-new research topic, and the premise of industrialized operation is the development of art education and scientific research in colleges and universities, while the biggest difficulty is the ownership of concert hall in colleges and universities, that is, how to find a balance between artistic value and market price.

Third, efficient operation and management. Through a comparative study of concert halls in major universities in China, this paper tries to find out the law of the development of Chinese art performances, the market positioning of performing art galleries, and emphasizes its scientific operation mode and mechanism.

## **4. The Consensus Problems to Be Solved Urgently in Concert Halls of Non-profit Universities**

Although there are various management modes of concert halls in major universities in China, they all have referential and common management modes:

### **4.1. The Introduction of Volunteer Management Mode**

The volunteer management mode of concert hall in colleges and universities not only creates a platform for college students to participate in music art experiment activities, but also saves human resources for colleges and universities. For example, the He Lvting Concert Hall of Shanghai Conservatory of Music is in contact with major university volunteer associations in Shanghai, and volunteers are widely recruited in the concert hall by using WeChat, Weibo and other network platforms. If there is a performance, five to six volunteers will be arranged at a time, mainly serving as artistic guidance and maintaining the order of the scene; Volunteers must wear uniform and work permits. The working time is four hours, with an allowance of 80 yuan per person each time, and a volunteer certificate will be issued after the working hours are passed.

First of all, the volunteer management mode of "having something to get together and doing nothing" has solved the increase of the number of performers during the intensive performance period, but on the other hand, it has also created a platform for students to exercise and realize themselves: through volunteer programs, students can communicate with the actual operation of performance management, thus improving their artistic practice ability. Secondly, schools can consider setting up social practice credits for volunteers, bringing them into the teaching practice plan of colleges and universities, and carrying out standardized practice activities. Finally, after completing the volunteer task, we should track and evaluate the volunteers, collect their opinions on the performance by issuing questionnaires and organizing symposiums, and apply the evaluation results to improve volunteer management and reward volunteers, so as to establish and improve the long-term mechanism of staff management in concert halls.

## 4.2. The Necessity and Feasibility of the Construction of University Performance Venue Alliance

At present, the construction projects of concert halls in colleges and universities are mainly simple, lacking a platform for sharing cultural programs and exchanging experiences. The so-called cooperative organization of cultural performance market refers to a non-material cooperative mechanism with funds, personnel, programs, markets and information as the link. If the concert hall in colleges and universities can be established as such a consortium of "sharing resources, sharing risks, reducing costs and increasing benefits", on the one hand, it can establish a code of conduct for the performance art galleries in colleges and universities; At the same time, it can also increase the exchange of performing arts information and management experience in concert halls of colleges and universities, and expand the cooperation among universities. The alliance of performing arts venues in colleges and universities can also realize the function of cooperation and overall planning among colleges and universities, and create an exchange platform for colleges and universities across the country to exchange experiences and jointly develop science and technology and talents, which will be of great significance for developing literature and art industries, enriching social culture and promoting the construction of socialist spiritual civilization [3].

## 4.3. Reform and Development of Social Assistance Methods

On the premise of ensuring the normal teaching work, the concert hall of colleges and universities can also absorb a large amount of social funds to the daily operation of the concert hall, which can reduce the cost of school construction, operation and maintenance and improve its prestige. University concert hall can also explore a variety of management methods, such as venue rental, enterprise naming, etc., but in this process, we must strictly implement the national financial policy.

## 5. Conclusion

After many years of practice and theoretical exploration, and after the initial trial, the management mode of concert hall in Chinese universities has formed a stable audience group and an audience market to a certain extent. On the basis of continuous accumulation and management experience, Concert halls in colleges and universities should give full play to their market potential, make precise business orientation according to different concert hall characteristics under the condition of ensuring the core functions of concert halls in colleges and universities unchanged, establish correct management mode, standardize management mechanism, enhance audience acceptance, erect famous brands, strengthen market promotion and so on. According to its own development law, under the macro background of cultural industry, following the principle of marketization, the resources at home and abroad are integrated to promote the orderly, standardized, efficient and scientific operation of concert hall, so as to achieve the purpose of sustainable development.

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