



J. Management & Education  
Human Development

ISSN: ISSN: 2775 - 7765  
web link: <http://www.ijmehd.com>



# Research on Operation and Management Innovation of Chengdu City Concert Hall Group

Songkang

Sichuan conservatory of music, China.  
Jose Rizal University, Philippines

Received: 29/08/2021

Accepted: 20/09/2021

Published: 28/11/2021

Representative e-mail: 254160910@qq.com

## ABSTRACT

*Deeply understand the connotation and concretization of the "new" operation of Chengdu City Concert Hall, and actively explore the new development path of the concert hall with new scientific methods, so as to maximize the operation benefit of the city concert hall, make the functional layout scientific, order the internal organization, and practice the "new concept, new system and new method".*

**Keywords:** *Concert Hall, Experience, Artificial Intelligence.*

## I. INTRODUCTION

Under the background of the prosperity of theater performance market in first-tier developed cities, a cinema system has been formed in China, including Northern Theater Alliance, Chinese Theatre Line and Poly Theatre Line. Relevant research shows that the annual operating cost of each grand theater in China is about 25 million yuan, which is 70,000 yuan per day. How to pay for the huge operating expenses? How can we cultivate, construct and manage the theater and give full play to its functions? It is a subject worth studying. Recently, our research group took Chengdu City Concert Hall as a case for analysis, comparison and reference of progress, thought and research, and put forward corresponding suggestions for leaders' reference.

Chengdu City Concert Hall is located in Wuhou District, Chengdu, close to Sichuan University and Sichuan Conservatory of Music. The architectural scheme of the project has been collected globally and designed jointly by German GMP Architectural Design Company and China Architectural Design Institute. The local culture and natural elements such as sun birds, hibiscus flowers and Sichuan embroidery are fully exploited (Richa,2018), , and the history and humanities of Chengdu are integrated into the architectural design to further highlight the humanistic characteristics of the city. The project integrates advanced architectural concepts, adopts industrial assembly technology in part, adopts BIM technology in the whole process to strengthen cooperation among specialties, achieves the Samsung logo of green building through a series of technical strengthening measures, practices the green sustainable development strategy, and builds a new benchmark for urban development.

In the construction and operation of the city concert hall, we should deeply understand and concretize the connotation of the "new" operation of Chengdu city concert hall, and actively explore the new development path of the concert hall with new scientific methods, so as to maximize the operation benefit, scientific functional layout and orderly internal organization of the city concert hall, practice the "new concept, new system and new method", strengthen artificial intelligence and responsibility, and strive to create more operation models and experiences for the whole city, the whole province, even the whole country and the whole world. During the operation of Chengdu City Concert Hall, we should learn from the advanced experience and good practices of music theaters all over the world and all over the country for our own use. The following research groups first draw lessons from the successful experiences of concert halls and theaters all over the world.

The objectives of this narrative are: The purpose of this narrative is as follows: 1. The main purpose of this paper is to analyze the functions of the world-famous concert halls and the domestic famous concert halls. Learn from experience. 2. The second purpose is to implement a new management system for innovative operation. 3. The third purpose is to enrich the creation of national plays with local characteristics and establish first-class orchestras. 4. The last purpose is to promote the development of Sichuan Conservatory of Music.

## II. RESEARCH METHODS

The article is qualitative research; It is based on the key documents that provide an understanding of the new normal era, and it is an update of the sustainable development paradigm. In the operation of the city concert hall, we should deeply understand the connotation and concretization of the "new" operation of Chengdu city concert hall, and actively explore the new development path of the concert hall with new scientific methods, so as to maximize the operational benefits of the city concert hall, scientific functional layout, orderly internal organization, practice "new ideas, new systems and new methods", and strengthen artificial intelligence and responsibility. During the operation of Chengdu City Concert Hall, we should learn from the advanced experience and good practices of music theaters all over the world and all over the country for our own use. The following research groups first draw lessons from the successful experiences of concert halls and theaters all over the world.

## III. RESULT AND DISCUSSION

### 3.1 Operation Experience of World-Famous Concert Halls

The Zurich Municipal Concert Hall in Switzerland implements innovative and convenient operation methods. It sets entry-level tickets at \$20, which is equivalent to the price of a movie. In order to create a new audience in the 21st century, the concert hall has also set up a program for young people, which allows young people as young as 16 to manage their concerts and co-produce and market with theater professionals. This is intended to attract their peers to the concert hall and participate in various performances. In addition, the concert hall also provides more opportunities for non-professionals and professionals to play side by side and hold concerts together. Facing the current challenges, Zurich City Hall Concert Hall attaches great importance to contact and cooperation with musicians. Workshops and master classes for young musicians have been extended to all parts of the world. Every year, there are activities of master classes all over the world. Touring is also their key project, and special projects have been launched for Chinese New Year.

Royal Opera House. It has always been one of the top opera houses in Europe, and its current influence even exceeds that of some national opera houses with top composers. As for the role orientation of the opera house, besides performing on the stage, the opera house also hopes to become a part of citizens' life and an indispensable part of the whole city life. Nowadays, the Royal Opera House has become the so-called center of London, the catalyst of art, and the place where Londoners enjoy life and make their spiritual life fuller. In addition, they have always attached great importance to cooperation with China. As an international art form, the world of opera is constantly changing. Therefore, forming a strong partnership and friendship with China can promote the Royal Theatre to better participate in the expanding opera world and stimulate more artistic inspiration in the collision and integration with different cultures; In reality, the operating cost of opera industry is very high, so sharing the cost with other countries is also a good thing for mutual benefit. Such as introducing projects and co-production. Co-production not only accumulates precious performance experience for local troupes, but also provides great benefits for the audience, enabling the audience to enjoy international masterpieces with zero-time difference.

### 3.2 The National Famous Concert Hall Operation Experience

(1) Shanghai Grand Theatre. Every year, it arranges the dramas and artistic activities to be launched in advance in the form of performance season and announces them to the public. The establishment of performance season is an important symbol of whether the operation of art institutions is professional and standardized. Shanghai Grand Theatre also exerts its regional advantages and functions, and tries to cooperate with Yangpu District to jointly manage and operate Yangpu Grand Theatre. Under the background of building eight performing arts gathering areas in Shanghai, Shanghai Grand Theatre, as a vibrant performing arts area around the People's Square, plays its core and leading role in the vibrant area, and promotes the realization of the goal of building Asia's performing arts capital. Take the self-operated mode of Shanghai Grand Theatre as an example. The local government assigned a certain number of performance tasks, and purchased the performances, set up a performance foundation to subsidize the rent of the academy and troupe, and activated theaters and performance groups at both ends. The source of funds mainly depends on the government's special fund for cultural development and financing, the income from hosting and renting programs, the theater art development fund and the income from performing arts industry development.

(2) National Grand Theatre. It always insists that the production, creation and stage presentation of performing arts are the core foundation of the existence of the theater, and it is the fundamental driving force for the sustainable development of the theater to keep the high quality of the performances and constantly promote artistic innovation. At the first "China Theatre Management Forum", the Ministry of Culture summed up five experiences of NCPA mode of NCPA: First, it established a set of theater management system and operation mechanism with the organic integration of business and enterprise; The second is to create a set of artistic production and management methods that conform to the laws of stage art and market economy, and form a unique advantage in the field of performing arts; Third, through effective supply, reasonable pricing and perfect environment to stimulate cultural consumption, a large number of stable audiences with high artistic appreciation and consumption willingness have been cultivated; Fourth, with the help of traditional media and the vigorous use of emerging media, the media and other media have combined to form an all-round and three-dimensional publicity and promotion system, and vigorously promote art communication; Fifth, relying on the excellent family members to lead the people in the Grand Theatre to work hard and forge ahead, and forge NCPA into a world-famous brand step by step. In a very short time, people in the Grand Theatre set up a set of intelligent operation and management mode, the core contents of which are: taking program

performance, repertoire production and art popularization as core businesses, taking communication, marketing and brand building as important means, and taking professional operation, refined management and high-tech guarantee as strong support. In the forum of that day, "NCPA mode" naturally became the most clicked "hot word", which, in the final analysis, benefited from a set of operation modes with Chinese characteristics and in line with the world.

(3) Poly mode operation and management theater. Its success mainly depends on two aspects. One is the number of performances, which is an important indicator to evaluate the utilization rate of theaters. Second, the attendance rate is an important index to evaluate the theater operation effect and market feedback. Therefore, there is basically an average attendance index in the reputation management contracts signed between Poly Company and other places, which is also a completely market-oriented index, depending on the attraction of the performance content and the recognition of the masses. In order to improve the theater attendance rate, Poly Company not only introduced excellent repertoires and performance contents, but also paid great attention to market reputation and publicity of performance contents, established a huge online ticketing sales network and sales channels, and adopted various marketing channels to improve the theater performance ticket sales and theater attendance rate. Poly Company established a proprietary online ticketing sales system on its official website and the websites of its subsidiaries. And has more than 700 ticketing sales agents in China. In addition to its own online media such as its website and official Weibo, Poly also actively relies on professional online media. Print media, posters, coupons, etc. For example, posters and coupons for performances of Wuhan Qintai Grand Theatre are displayed in major hotels, restaurants and major tourist attractions in Wuhan, which can transmit performance information to potential consumers through customer channels, so as to facilitate potential consumers to obtain various performance information. In addition, in order to cultivate a loyal audience and better serve potential consumers, Poly Company has established a Poly member service management system, implemented membership system, provided targeted services and marketing to members, and trained a large number of loyal members. Third, some suggestions on the operation innovation of Chengdu city concert hall

### **3.3 Adhere to the New Concept to Guide the Planning**

First, set up first-class rules and regulations for the establishment of the company against the international standards. The key elements of the company's administrative management system are organization management, contract management, assessment management and system management. Chengdu City Concert Hall should carry out scientific organization design and staffing, and set up reasonable orchestra staffing. The choir in the hall has established the employment system of A, B and C-level members, forming a good echelon and reserve of staff. The resident orchestra pays attention to the construction of organization's executive power and the shaping of personnel's culture, and establishes the power and responsibility system and management mechanism of conductor, chief and sound minister in organization and personnel management, so that they can give full play to the role of cohesive team and effective management.

Contract management means that orchestras (groups) draw up contract texts according to diverse personnel needs and employment types, establish legal and effective labor or labor relation, and guarantee the rights and obligations in art production and daily management on the basis of law. Assessment management is based on probation period assessment, business assessment and annual assessment. Through the application of assessment results, a management mechanism can be established to ensure the artistic level and vitality of the organization.

System management is to solidify the whole operation mechanism, management system and job responsibilities of the orchestra (choir), and clarify its standards, procedures and norms, so that the operation of the orchestra (choir) can be governed by laws and rules.

### **3.4 Combining with Bashu Culture, We Should Create Original Plays with Local Characteristics in Sichuan and Tianfu Cultural Plays.**

Secondly, Bashu is a specific title, and Bashu culture has a strong radiation ability. Bashu's beautiful mountains and rivers and beautiful natural landscape often contains profound cultural connotations of outstanding people. For example, Jianmen Shudao has rich cultural connotations of Shu-Han culture of the Three Kingdoms, Zitong Wenchang culture and Empress Wu Zetian's hometown, and along the line of Jiuzhai Huanglong, it has the connotations of Qiang stone bunker culture, Xia Yu culture, ancient Shu Minshan culture and Shu-Han culture of the Three Kingdoms. Lugu Lake has the cultural connotation of "matriarchal kingdom". This is the enduring charm of Bashu tourism. The Bashu Basin is a "land of four blockades" in topography, and the traffic was very difficult in ancient times. Therefore, Li Bai lamented that "it is difficult to go to the sky because of the splendid abundance of Shu Road". But just because of this, it inspired the determination and courage of Bashu ancestors to open up and improve their own environment. The blend of environment and culture has created the historical personality of Bashu ancestors, which is open in closure and closed in opening. With the passage of the times, openness and compatibility have finally become the biggest characteristics of Bashu culture. For thousands of years, Bashu culture has many epic historical stories. The city concert hall should set up a special art creation department, which can create more art works in combination with Bashu culture.

### **3.5 Build A World-Class Choir, Symphony Orchestra, Folk Orchestra, Dance Troupe, Children's Choir, Etc.**

Third, most of the world-famous music groups are named after local cities, such as Berlin Philharmonic and Chicago Symphony Orchestra. Co-constructing an orchestra is the welfare of Chengdu citizens and the gospel of music educators. Chengdu, as the capital of media art in the world, needs such a cultural card and a famous orchestra. This is also the concrete implementation of cultural self-confidence. Sichuanese are bitter, tired and innovative, and

deeply feel music works with Tianfu cultural characteristics, which can arouse the audience's resonance and draw closer to the audience. The academy of city of hope Concert Hall can push more music works with Tianfu characteristics to the whole country and the whole world. As musicians, Tianfu culture is our "backer", performing more works with Tianfu characteristics and singing the sound of Bashu. The establishment of excellent music groups also echoes the requirements of General Secretary Xi Jinping for cultural development, the aspirations of the people and artists, and the needs of the common development of cities and symphony orchestras. It is expected that the big tree of orchestra will take root among the people, blossom amazing flowers in fertile soil and bear world-class fruits.

### **3.6 Adhere to the "Innovative Spirit" And Establish a New Operation Mode**

Improving box office revenue-group purchase. Group buying is of great significance to today's consumer market, and people's passion for group buying is soaring. Unlike the membership card system, group buying gives people a feeling of wireless lending by businesses to customers. It is freer and more convenient without any worries. Nowadays, group buying has spread all over the globe, and theaters don't have to stand still, so they can use the group buying policy. On the one hand, the theater pays attention to the cooperative development with banks and real estate, and also establishes contact with local cultural bureaus, magazines, museums, senior cadres and other enterprises. In the process of developing customers, we constantly open up ideas and seek to establish various forms with enterprises, such as providing the Cultural Bureau with the service of renting venues and meeting by means of group purchase tickets and universal ticket cards with real estate and other enterprises, so as to realize long-term group purchase cooperation with theaters. Public welfare operation mode can also be adopted.

### **3.7 In marketing promotion, the company should have a set of publicity network.**

1. Advertisements can be placed on online media such as barley net and Cultural Information Network, and important performances can be advertised free of charge through TV stations and newspapers. It can also be broadcast simultaneously through music channels, opera channels, art channels and Hong Kong Phoenix Satellite TV, which not only expands the market spread range of performances, but also enhances the social influence. On the other hand, the media cooperated with the company to obtain the right to record and broadcast, and at the same time obtain part of the box office income in return. For example, Shangyin Performance Company has established a long-term cooperation mechanism with Shanghai Wenguang Group, with a fixed free playing time every year. Companies need media resources, and media also need company projects to achieve mutual benefit and win-win. Commercial operation mode can also be adopted, as shown in Figure 2:
2. Establish the official website of Chengdu City Concert Hall. Make every effort to build a digital art hall integrating performance information, online ticket sales and interactive experience. Official website can set up a number of independent channels, such as performance ticket purchase, classical music channel, repertoire production and art popularization, etc. Through convenient functions such as online booking, online seat selection, visit reservation and panoramic theater, it can create a new media platform for users to know, walk into and enjoy the city concert hall.
3. Establish official Weibo and WeChat. The main features of Weibo's release content are "performance information, interaction among netizens, special planning", using pictures, audio and video materials to display stage art in a three-dimensional way. WeChat sets menus such as "Program List, Special Planning" and forms a linkage with the official Weibo. WeChat opens online and offline interactive functions and develops an exhibition voice navigation system.

### **3.8 Build A "Smart Concert Hall" And Apply Artificial Intelligence to Every Detail**

First, as a higher level and stage in the construction of traditional wisdom concert hall and Suining wisdom concert hall, it is extremely urgent to establish the concept of wisdom concert hall and its actual construction. Wisdom concert hall has two concepts in narrow sense and broad sense, and narrow sense refers to the construction of wisdom concert hall including traditional archives and new archives content information and carrier information in diversified archives resources. The generalized wisdom concert hall refers to the wisdom concert hall that washes all the beliefs and thoughts. All the wisdom concert halls under the management of big data such as digitalization and intelligence are collectively referred to as the generalized wisdom concert hall. Recently, the construction and development of the narrow sense wisdom concert hall are particularly important, which is also an important aspect of our future development. From the construction category of Smart Concert Hall, the construction of Green Smart Concert Hall covers a wider range, including not only the construction of hardware and software facilities of Smart Concert Hall, but also the research category of green buildings. With the proposal and development of the concept of ecological sustainable development, the construction of green and smart concert hall has become the future development. The concept of green and smart concert hall came into being in 1980s, following the concepts of ecological environment protection, energy saving, sustainable development, firmness, durability, safety, reliability, coordination and high efficiency. Its goal, like the construction of Smart Concert Hall, is a powerful support for the efficient development of archival work. To maximize the function of archives, the ultimate goal is to realize the maximum social value of archives. Maximize the service function of the Smart Concert Hall and so on. From the perspective of development and standards, they are all archives information resource centers that integrate all-round functions such as archives preservation, archives information resource development, cultural communication and social service. Here, the social service function is an important factor that influences the value of wisdom concert hall.



Second, using holographic live performances, songs can be displayed in holographic display, and can be transformed from the original band into various customizable holographic images such as dancing bears, mischievous ducks and singing pinball machines. Third, use real-time background music. Just like background music in movies, AI can automatically generate music suitable for the current environment according to every moment in everyone's life. Fourth, use intelligent voice interactive system.

### **3.9 Corporate Operation of All Employees (Implementation of Post Salary Management and Project Performance Evaluation)**

First, with the strategy of "giving priority to talents", first-class operation managers are recruited at home and abroad. We should be soberly aware that if we want to seize the first opportunity in the fierce regional competition and domestic and foreign market competition in the future, the key is to find a new way to rely on innovation-driven and scientific and technological support of talents. In accordance with the concept of "talent first resource", accelerate the gathering of all kinds of talents in the city concert hall, actively improve the echelon training and market-oriented service system of talents, and build a "blue valley of wisdom" where high-end talents gather, innovative elements gather and entrepreneurial passion surges. In the era of economic globalization, the work scope of high-end talents is not limited to one place, and "talent circulation" is inevitable. For the city concert hall, only by breaking the old thinking of recruiting talents and attracting talents flexibly and accelerating the gathering of high-end talents can we win the development opportunities.

Second, establish a salary management system with more work, elimination at the end and performance appraisal. In the process of innovating the management mode, the concert hall should actively change the operation management mode and fully implement the target management mode. Set up various target management departments within the concert hall, such as managing service target departments and operating target departments, and formulate a perfect performance appraisal system to manage the department personnel and link the appraisal results with staff bonuses.

Formulate annual salary system and post-performance salary system. For example, the annual salary system is implemented among the heads of economic target departments, and the person in charge is fully responsible for managing the operation and management of the department. At the same time, the person in charge implements the assessment at the end of the month. If the income and profit targets of this year are not completed, in addition to deducting extra rewards, some basic wages should be deducted; On the contrary, once the income and profit targets are achieved, not only should the due wages be paid, but also rewards and praises should be given, so as to stimulate the initiative of the responsible person. And the staff of this department should implement the post-performance pay system.

Fourthly, we should implement the competitive recruitment system and staff training mechanism, and set up the retirement system and waiting system, so as to ensure the diversion of regular employees. In terms of training, it is necessary to formulate business knowledge and skills training related to departments according to different departments, so as to promote the professional level and comprehensive quality of staff, enable staff to do their jobs well, and bring higher economic income and economic benefits to the concert hall. In terms of recruitment, comprehensive talents should be recruited from the society to lay a talent foundation for the stable development of concert halls.

### **3.10 Strengthen Cooperation and Exchanges with Global and National Brother Units**

Introduce foreign performances, create high-quality programs, and promote enterprise cooperation and box office sales. Chengdu City Concert Hall should produce original operas, dance dramas, children's dramas, musicals, etc. every year, and go abroad, make international appearances and tour the world. The resident orchestras in the city concert hall, such as symphony orchestra, chorus and dance troupe, have toured Europe and America, contributing to the "going out" of Chinese culture in terms of performance standards and operation modes. Signed the Strategic Partnership Agreement with foreign outstanding art institutions, signed the declaration of common development and cooperation, and established cultural exchange and cooperation relations.

Introduce and sign contracts with foreign first-class artists, perform regularly in the city concert hall and set up master classes. Introduce foreign first-class plays and troupes to hold music season. Choose the international route according to the selection criteria of "famous groups, famous artists and famous dramas".

Fourth, Sichuan Conservatory of Music as a partner and business department, the next step

As a "think tank" and a vanguard, we should establish a "watch awareness", study the special plan carefully, and think deeply about how to give full play to the disciplinary advantages and talent advantages of Sichuan Music, so as to make the contribution that Sichuan Music people should have to promote the development of music industry in Sichuan and even Chengdu.

### **3.11 In the Future, Sichuan Conservatory of Music, As the Business Guidance Unit and Manager of The City Concert Hall, Will Focus on Seven Aspects.**

First, strengthen the construction of new teaching media and promote the diversification of music industry; Innovate education and teaching concepts and cultivate top-notch talents in music; Create a first-class art practice teaching platform and continuously improve the level of running a school; Consolidate the innovation and entrepreneurship base and promote the music industry chain; Create master workstation and cultivate international top talents. Secondly, improve music professional education and train first-class music teachers; Promote national music education and optimize art examination training; Strengthen music industry education and train planning and

management talents; Encourage children's music education and lead early education music training at the source; Strengthen international vision education, promote international and domestic exchanges, expand adult continuing education, and enhance the professionalism of incumbents; Promote music quality education and transform market product drive; Encourage social audience education and popularize common sense of concert etiquette.

Third, take high-standard projects as the guide to promote the development of the music industry; Create excellent music achievements and carry forward the ancient Shu music culture; Consolidate academic research institutions and establish music brand think tanks; Musical instrument reform promotes innovation, and the achievement transformation faces the market (Peng & Luo 2000).

Fourth, market-oriented, creating music products with independent brands and intellectual property rights; Take important music organizations at home and abroad as the carrier to train professional music creation talents.

Fifth, undertake high-end events and create a music highland; Participate in high-end events and boost the influence of the city; Organize original competitions and build event brands.

Sixth, build an international platform and introduce classic repertoire performances; Expand multi-form communication carriers and provide high-quality display platforms; With low-cost and high-quality labor, it provides efficient operation convenience; Create a public art field and construct a city music business card; Build a creative music workshop to attract music entrepreneurs and enthusiasts; Highly integrate resources and upgrade music products and services.

#### IV. CONCLUSION

City Concert Hall is a foundation project for building a world-famous cultural city, a traction project for building a cultural and creative center in the west, a livelihood project for nourishing the spiritual life of Chengdu citizens, and a key project for accelerating the construction of a national central city. In the future operation process, we should do a good job in the construction and development of Chengdu City Concert Hall, adhere to the world standard, and strive to build Chengdu's "First Meeting Living Room" and "Centennial Art Hall" facing the world. We believe that this school-local cooperation project will surely bring a real artistic feast to Chengdu citizens.

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