

# Challenges and Innovations of the Movie-Television Industry in the Guangdong-Hong Kong-Macao Greater Bay Area

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## ABSTRACT

The movie-television cultural industry in the Guangdong-Hong Kong-Macao Greater Bay Area is currently China's key development of cultural and creative economic industries. From the perspective of the regional innovation system, this research examines the development effectiveness of movie-television companies in the Greater Bay Area through relevant literature from Chinese and foreign discussions and opinions from in-depth interviews with experts, and attempts to identify their limitations and key factors for innovation success. According to this research, the current challenges presenting for the movie-television industry in the Greater Bay Area are: (1) movie-television companies ignore the concept of organizational innovation, (2) movie-television companies lack a talent cultivation system, and (3) movie-television companies lack core knowledge and key personnel. Meanwhile this study also found the four important key factors of the regional innovation development model: (1) Strengthen core knowledge and information learning channels, (2) Strengthen cooperation and exchanges with European and American movie-television companies, (3) Respect Intellectual property rights, and (4) Optimize capital utilization. The facts and suggestions clarified by this research are not only of academic significance, but also of reference value for the regional innovation of the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area.

**Keywords:** *Guangdong-Hong Kong-Macao Greater Bay Area, Regional Innovation System, Movie-television Industry*

## 1. INTRODUCTION

On February 18, 2019, the State Council of China issued the "Guangdong-Hong Kong-Macao Greater Bay Area Development Plan Outline". This programmatic document plans the overall situation, with science as the cornerstone and culture as the foundation, and is of great significance for the coordinated and cooperative development of the Guangdong-Hong Kong-Macao Greater Bay Area. Together with the "Guangdong-Hong Kong-Macao Art and Cultural Cooperation Agreement" signed in August 2003, Guangdong, Hong Kong and Macao have obtained rich collaborative achievements in movie-television programs, talents exchanging, cultural communication, and promotion of Lingnan arts and cultural industry development research.

At present, the movie-television cultural and creative industry has entered the era of digital technology, and have been forcibly digitized, forcing the creation and production of the movie-television cultural and creative

industries to transform. The production of film and television has been twisted to larger or smaller, or reduced production, making the movie-television industry enter to the winterly low operating situation. Especially in recent years, the movie-television box office has changed from rapid growth to decline, and the rating keeps in a downturn; on the other hand, the crisis of trust caused by the problem of taxation of movie-television practitioners has caused the production market to be sluggish; furthermore with the difficulty of financing the movie-television industry, the sharp decline in the market value of listed companies, and the large withdrawal of movie-television cultural and creative capital, the movie industry is facing major competition challenges.

Therefore, in order to obtain a lasting competitive advantage in the Lingnan movie-television cultural and creative industry in the Greater Bay Area, it is a must-

understand to its own resources and capabilities in order to improve the competitive advantage.

## **2. RESEARCH ON THE DEFINITION, FUNCTION AND RELATED INFLUENCING FACTORS OF REGIONAL INNOVATION SYSTEM**

Recent academic use of regional innovation system knowledge, review the key factors of regional development, enhance the added value of regional innovation, strengthen regional innovation policies, in line with the trend of knowledge innovation economy, achieve sustainable growth of a strong country and enrich the people, thereby enhancing the competitiveness of national superiors.

Region is the middle-level management government between the state and local governments. Each region has its unique historical or cultural homogeneity. The boundaries of a region are not fixed, and its scope can be changed, emerge or disappear. Due to the advanced information technology, the rapid spread of information around the world via internet has strengthened the kinetic energy of knowledge development in various regions. At the same time, the innovative value developed through knowledge has also deeply affected the competitiveness of various regional markets around the world [4]. The scholar Cooke formally proposed the concept of regional innovation system in 1992, while he defined a regional innovation system as a place where enterprises and other organizations effectively engage in interactive learning through environmental institutional systems with regional cultural characteristics [5]. Scholars Todtling and Kaufmann found and pointed out that the regional innovation system is composed of five important factors, including the utility of the main industrial clusters in the region, the providers of relevant expertise, and the highly intensive financial-related service institutions, which can stimulate the integration of the regional innovation system [6].

Therefore, all countries in the world are taking the development of regional economy as their primary task. Scholar Stropfer's research pointed out that the knowledge created by relying on geographical accessibility is critical to innovation [7]. It is obvious that the regional economy comes from the organizational innovation and learning of local enterprises. According to related research by scholar Meyer, the regional innovation system is composed of five interdependent elements: organization and people, leadership and management, strategy adjustment, process, and evaluation system. How each element achieves its tasks needs to be influenced by organizational culture, so organizational culture plays the sixth element [8]. Therefore, corporate organizational innovation is to establish a set of organizational innovation culture that is in line with the company's core tasks and values. At the

same time, this organizational innovation culture also needs to be coordinated with future manufacturers. Therefore, the regional innovation system needs to combine the key capabilities of local government, enterprise management, and organizational culture to complement each other to produce regional system innovation.

According to relevant research on regional innovation systems, it is believed that technological innovation requires the coordination of relevant departmental policies and systems. In addition to rigid environmental support, it also includes formal and informal organizations, and various informal cultures and habits. According to the research by scholars Wolfe and Gerler, the three elements of regional innovation system (RIS) are: (1) technology introduction and dissemination, (2) industrial management system: financial mechanism, application of key technologies, learning, and government and university-related scientific research Support and assistance, (3) innovative organizational culture [9]. From the above analysis and discussion, it is found that the development of the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area is strongly supported by the government. Through the opening of the market, it gives full play to the advantages of movie-television talents, promote the cooperation of the three places, and strengthen the investment cooperation and talent exchanges in Chinese movies, and hence support the Greater Bay Area to become an important area of Lingnan movie-television culture [10]. Because Chinese-language movies are a Chinese culture and art system composed of movies from China, Hong Kong and Taiwan. The Chinese-language movie system is based on the seven major movie corporations in China (Pearl River Film Studio, Chang Jiang Film Studio, Shanghai Film Studio, Xi An Film Studio, Emei Film Studio, Xiao Xiang Film Studio, and Central Motion Picture Corporation), plus many private movie-television companies such as Xinhuanian Film, Huayi Brothers Media, and movie companies run by each province to establish and develop together. Chinese-language movies cover multi-cultural, diverse appearances and multi-genre movie creative works and styles, and thence they constitute important key factors of the regional innovation system: technology introduction and distribution, in-depth education and training, growth in research costs, diverse talents and cultures, and taxation and financial support.

## **3. DEVELOPMENT STATUS AND CHALLENGES OF THE MOVIE-TELEVISION INDUSTRY IN THE GUANGDONG-HONG KONG-MACAO GREATER BAY AREA**

At present, due to the impact of the epidemic, the national movie-television industry has entered a cold

winter, the movie-television viewing population has declined, plus policy management and control, this study inferred that for promoting the regional innovation system of the movie-television industry in the Greater Bay Area, according to the mutual demonstration of the in-depth interviews with experts and scholars and theoretical research on regional innovation systems, the development of the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area is bound to the following three challenges.

### ***3.1. The movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area ignores the concept of organizational innovation***

The secondary data of this research found that the Lingnan movie-television industry in the Greater Bay Area lacks the most in the construction of an "innovation culture", which however can influence the innovation of an organization most. After investigating thoroughly, it may come from the conservativeness of the corporate organization. Therefore, in order to achieve the sustainable survival and development of audio-visual cultural and creative enterprises, it is necessary to effectively use core industry knowledge, shape an organizational culture that supports innovation, encourage employees to share knowledge and learn together through any possible channels and methods, to establish a partnership of cooperation, support, and trust, so that corporate organizational innovation culture forms an important factor in corporate core competitive advantages.

### ***3.2. The movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area lacks a talent cultivation system***

Movie-television companies belong to a variety of professional team cooperation companies. In the face of the rapidly changing technological era, they need to actively promote professional interactive courses with the vision of cultivating the soft power of movie-television talents, such as cultivating the production and application of virtual reality video and audio VR imaging technology, talents, the implementation of animated character design courses to meet the viewing taste of modern young people, and expand the talent cultivation program that initiates a series of film and television education reforms to conform to the world's movie-television content trends.

### ***3.3. The movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area lacks core knowledge and key talents***

The production pattern of Lingnan movies in the Greater Bay Area is centered on Pearl River Film Studio in Guangzhou, which is the cradle of Lingnan movies. With the pace of reform and opening up, the film industry has developed rapidly. At present, Pearl River Film Studio has produced more than 300 feature and opera movies, news documentaries, and more than 500 science and educational movies, but in the eyes of the general movie viewers, there are few rich viewing content and cool audio-visual technology like European and American movie-television products. The main reason is that the development of Lingnan films in the Greater Bay Area is fast but within a shorter time. The cultivation of core knowledge and key talents is still insufficient compare to Europe and the United States.

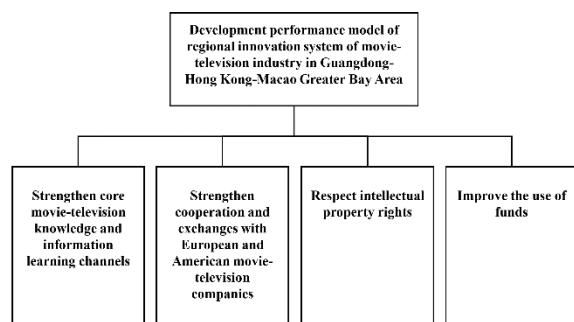
Therefore, in order to strengthen the development of regional innovation and integration, the Lingnan movie-television industry in the Greater Bay Area needs to achieve the completion of construction and development of regional innovation system through the Industrial division, strengthening the cultivation of audio-visual art talents and the acquisition of key audio-visual technologies, and the flexible management of funds and tax laws.

## **4. REGIONAL INNOVATIVE DEVELOPMENT MODEL OF MOVIE-TELEVISION INDUSTRY IN GUANGDONG-HONG KONG-MACAO GREATER BAY AREA**

Through the discourse of regional innovation systems and in-depth interviews with scholars, this study, after qualitative research, found that the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area, under the strong support of national policies and local governments and the integrated construction of the entire movie-television industry chain, has increased the researching scale of professional movie-television institutions, introduced professional movie-television related talents, and certain tax and capital concessions, which all are in line with the conditions for the development of regional innovation systems. Therefore, the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area has adopted innovations of infrastructure, organizational clusters, resource integration, environmental culture, etc., which enabled the innovation of Lingnan movie-television industry in the Greater Bay Area to grow and thrive under the influence of geographic concentration, industrial clusters, and localized learning concepts.

The conclusions of this research show that there are four important key factors affecting the construction and

development of the regional innovation system of the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area. They are: 1. Strengthen the core knowledge of movie-television and information learning channels, 2. Strengthen the cooperation with European and American movie-television Enterprise cooperation and exchange, 3. Respect the intellectual property rights of intellectual property, 4. Improve the use of funds. Through these four key factors, a regional innovation system model for the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area can be constructed, as shown in Figure 1:



**Figure 1** Development performance model of regional innovation system of movie-television industry in Guangdong-Hong Kong-Macao Greater Bay Area.

With the strong support of the China government, the Guangdong-Hong Kong-Macao Greater Bay Area movie-television industry, through the organization and innovation of movie-television enterprises, universities and other research institutions, conduct research and development, interaction and collective organization-based learning of enterprise organizations in the region to develop the industrial regional innovation system of Guangdong-Hong Kong-Macao Greater Bay Area.

## 5. CONCLUSION

Facing the rapidly changing digital age, the movie-television industry in the Greater Bay Area needs to enter from a historical and cultural perspective. According to the rapid changes in the market operating environment, it should strengthen its own movie-television enterprises' organizational innovation, and use research institutions such as universities in the Greater Bay Area to learn from each other and achieve mutual benefits. The local government has increased financial services and expanded the introduction of movie-television professionals. This has enabled the Lingnan movie-television cultural and creative industry in the Greater Bay Area to promote the diverse and open culture of Lingnan, be brave to innovate, and use the unique traditional cultural heritage of Lingnan culture to integrate diverse diversity. Quality culture, innovative Lingnan cultural movie-television content.

Just as the "Development Planning Outline for the Guangdong-Hong Kong-Macao Greater Bay Area" proposes movie-television exchanges and cooperation with cultural homology, affinity, and similar folk customs, constructing Lingnan culture based on innovating Lingnan audio-visual cultural and creative content, and enhancing the Lingnan regional innovation system in the Greater Bay Area Industry competitive advantage.

This study uses interviews with scholars and experts to find the key factors for the development of the Lingnan movie-television industry in the Greater Bay Area. It is hoped that it can positively help the Chinese government and industry in building a regional innovation system for the movie-television industry in the Guangdong-Hong Kong-Macao Greater Bay Area.

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