



Research on the Strategic Development of R Drama Club in the Post-Epidemic Era

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Abstract

Background and Aims: The new coronavirus epidemic at the end of 2019 led to restrictions on offline performances, which stalled the development of China's cultural industry, and many companies were forced to go bankrupt and exit the market. In this context, R Drama Club, as an emerging original drama performance enterprise, needs to combine the internal and external environment and give full play to its own advantages to formulate a new development strategy suitable for the post-epidemic era. Based on the relevant theories of management, combined with the development status of R Drama Club, this paper adopts the case study method to help R Drama Club formulate the development strategy in the post-epidemic era.

Materials and Methods: The article employs a comprehensive approach, including document analysis, field interviews, questionnaires, and PEST analysis, to assess drama society development. This multifaceted approach provides a solid theoretical foundation, in-depth insights from the founder, expert opinions, and environmental analysis, enabling a well-informed and strategic approach to address current challenges and plan for the future of R Drama Club.

Results: The advantages are that the performance forms of R Drama Club are more diversified and can meet the needs of different audiences. The disadvantages are financing difficulties and the inhibiting effect of the epidemic on certain entertainment consumption. At the same time, based on a detailed analysis of the internal and external environment of R Drama Club, it uses the IEF and EFE matrix, SWOT strategy matching tool, and QSPM matrix to analyze the strategic turnaround strategy that R Drama Club should take.

Conclusion: the key issues of implementing the development strategy of R Drama Club, include improving the business ability of performers and internal managers, innovating the business model, continuing to carry out cooperation and peripheral products, and establishing a sound financial accounting system.

Keywords: Post-Epidemic Era; Drama Club; Q SPM; Development Strategy

Introduction

This article selects R Drama Club as the research object and combines market entry mode theory and enterprise development strategy theory to formulate a development strategy for R Drama Club suitable for the post-epidemic era. The paper is generally written in the framework of research status and theoretical explanation - exploration of existing problems - analysis and solution of problems - summary and outlook. The specific situation is as follows:

Chapter 1, mainly explains the research background and significance, introduces the strategic development theory and market entry theory, sorts out and integrates the research related to small





theater drama and development strategy, narrates the research content, and summarizes the research methods and technical routes.

Chapter 2, the development history and current situation of R Drama Club. This chapter introduces the development process of R Drama Club based on the information obtained from field interviews. It divides the development process of R Drama Club into three stages: start-up, development, and crisis. Analyzed the development difficulties faced by R Drama Club after the epidemic.

Chapter 3: Analysis of the internal and external environment of the development of R Drama Club. This chapter mainly analyzes the current external environment of R Drama Club based on the understanding of the development status of R Drama Club in Chapter 2 and based on PEST and Porter's five forces model, analyze the internal strengths and weaknesses of R Drama Club, and pave the way for the selection of elements in the following article.

Chapter 4: Evaluation of the internal and external environment of R Drama Club based on EFE and IFE. Based on the internal and external environment of R Drama Club mentioned above, the EFE and IFE matrices are established. The internal and external advantages of R Drama Club are calculated through a combination of questionnaire survey and analytic hierarchy process. Weaknesses are scored and analyzed.

Chapter 5: Customizing the development strategy of R Drama Club. First, clarify the development goals of R Drama Club, and make strategic positioning and alternative plans through the SWOT matrix. Finally, conduct a quantitative analysis through the QSPM matrix to select an appropriate development strategy for R Drama Club and Explain the specific method of implementation

Chapter 6, Conclusion and Outlook, summarizes the main ideas and research results proposed in this article and looks forward to Directions for subsequent relevant theoretical research and improvements.

This paper holds significance as it addresses the pivotal challenges and opportunities faced by R Drama Club in the aftermath of the COVID-19 pandemic. By meticulously examining the internal and external landscape through established management theories and strategic tools, the study not only provides valuable insights into the specific case of R Drama Club but also offers a broader understanding of how cultural enterprises can navigate post-crisis scenarios. The formulation of a strategic development plan, grounded in comprehensive analysis, contributes to the academic discourse on crisis management and strategic planning within the cultural industry. Additionally, the paper offers actionable insights that can be applied by similar enterprises seeking resilience and growth in a dynamically changing environment. Overall, the presentation of this paper aims to share practical strategies and contribute to the collective knowledge essential for the sustainable development of cultural enterprises in a post-pandemic era.

Objectives

This paper takes R Drama Club, an emerging original drama performance enterprise, as an example, to understand the basic situation and development process of R Drama Club and the practical difficulties in the post-epidemic era through internal field interviews, and the external environment of





its development through consulting relevant literature and open industry data. Based on strategic management and management theory, using the PEST, Porter Five force analysis, and SWOT analysis of management tools and combined with hierarchical analysis for R drama club to adapt to the outbreak era of development strategy, to realize the R club after the outbreak era, reduce the outbreak of the development of the drama club, at the same time for other drama club sustainable development examine.

Literature review

Gu (2001) summarized the establishment, survival time, and development process of ——— People's Drama Club, the first emerging drama art group after the May 4th Movement in China. He believes that although the People's Drama Club existed for a short time, it has had a profound impact on the development of modern Chinese drama. Nowadays, scholars at home and abroad usually study the representative popular drama societies or university drama societies that once existed in history but rarely study folk independent drama societies and drama groups. Therefore, a small theater drama with a similar management mode and content similar to the case of the R drama club is introduced here in Guan's research. Geng (2010) used the materials of the drama periodicals of the late Qing Dynasty and the Republic of China to systematically review the development of the late Qing Dynasty and the Republic of China and conducted a macro investigation and repositioning through the perspectives of drama, communication, and sociology, focusing on the important role of drama periodicals in the development of the late Qing Dynasty and the Republic of China. Dai (2011) believes that China's small theater drama marketization has constructed a new drama operation mode and mechanism. Tao (2012) combines drama with social labor science, discusses the occurrence and landing process of the concept of small and medium-sized theater in drama ecology, and emphasizes its role and its relationship with drama operation, capital, and market.

In terms of theoretical research, Ansoff (1980) mentioned the term "corporate development strategy" in his book "From Strategic Planning to Strategic Management". He believed that to achieve goals and seek survival and development in a complex and changeable environment, enterprises need to develop a dynamic and changing development strategy. Dashtbayaz, et al (2014) explained the definition and management mode of strategic management and its variants and discussed its strategic objectives for organizational management. It also introduces the stage and movement process of strategic management accounting and strategic management in the world, how it moves, and in what direction it moves. On this basis, the significance of accounting in organizational management is also emphasized, and it is necessary to achieve the goals and strategies of management accounting shortly. Zhu, et al (2014) believe that strategy is the fundamental, long-term, and overall planning, conception, and deployment of things in the overall situation. Song (2019) believes that enterprises should combine their own advantages and the characteristics of The Times to plan their development direction. The reason why it is more diversified than short-term strategies and departmental strategies is that the development strategy of enterprises often starts from the perspective of long-term development.

Methodology





1. Document analysis: Based on the current development status of domestic drama societies, this article summarizes the current development situation of drama societies by reading relevant domestic and foreign literature and forms a relevant theoretical basis to explore the development model and development characteristics of drama societies. Combined with the specific situation of R Drama Club, we use theory to analyze the current problems encountered, and then explore and improve business strategies and measures.

2. Field interview method: Invite the founder of R Drama Club to conduct a one-on-one interview to gain an in-depth understanding of the original intention and development process of the Drama Club, listen to the founder's views on the current development difficulties of the Drama Club and his prospects for future development, and guide the design of the Drama Club's development strategy Set the tone.

3. Questionnaire method: Extract key elements based on the analysis of the internal and external environment, collect the opinions of relevant industry experts and managers by issuing expert questionnaires, calculate and summarize the weights of the pros and cons of the internal and external environment and score them, and then judge the situation of R Drama Club more scientifically and rationally to formulate further plans. Development Strategy.

4. PEST analysis: The PEST analysis method is a commonly used management tool that is widely used in market research, strategic planning, policy formulation, and other fields. This method helps companies analyze the political, economic, social, and technological external environmental factors in which they operate. Enterprises identify opportunities and threats to formulate more scientific and reasonable development strategies.

Results

Internal and external environment evaluation of R Drama Society based on EFE and IFE

Table 1 R Table of external factors of the Drama Society

Externality	
Chance O	O1 The domestic cultural consumption market is broad
	O2 The Chinese traditional cultural resources are rich
	O3 cultural products are green and environmental protection
	The O4 cultural industry is highly associated with other industries
	O5 Policy support of the central and local governments for cultural development
Threaten T	The rise of the T1 talk show industry threatens the comedy market
	T2 online comedy variety shows are more convenient
	T3 new entrants continue to squeeze out the industry share
	T4 audience group thinking has not changed
	T5 supporting industry chain is not perfect

Table 2 R Internal factors table of the Drama Society

Internal factor	
Superiority S	The S1 performance is very close to life and is very immersive





Internal factor

	S2 The site has a low-cost and novel service mode
	The S3 script is highly innovative and diversified in performance
	The S4 operation mode is adapted to the post-epidemic era, with low personnel cost
	S5 online ticketing saves time and adapts to market changes
Inferior strength or position W	The W1 venue has low standardization and poor performance adaptability
	The W2 drama club has low popularity and low influence
	W3 has a single business model and is vulnerable to the epidemic
	W4 financial accounting is not sound, financing is difficult
	The W5 was affected by the epidemic, causing a serious brain drain

The weight and score of the element.

From the above analysis of the internal and external environment of R Drama Society, the main external environment advantages of R Drama Society are the vast domestic cultural consumption market and rich Chinese traditional cultural resources; green cultural products; high correlation with other industries; and the policy support of central and local governments for cultural development. The disadvantage lies in the rise of the talk show industry, threatening the comedy market; the comedy variety shows are more convenient; new entrants constantly occupy the industry share; the audience group has not changed; the supporting industry chain is not perfect. The main internal environment advantage is that the performance is close to life and has a sense of immersion. The site cost is low, the service mode is novel; the script is innovative and the performance is diversified; the operation mode adapts to the post-epidemic era, and the personnel cost is low; online ticketing saves time and adapts to market changes. The disadvantages lie in low venue standardization, poor performance adaptability; low popularity and low influence of drama club; single business model, vulnerability to epidemic; poor financial accounting, difficult financing, and severe brain drain. The internal and external environment analysis is helpful to the following evaluation of the R drama club based on the EFE and IFE matrix and finally put forward targeted countermeasures conducive to the development of the R drama club.

To analyze the influence of the key factors of the external environment on the development of the R Drama Society,

To analyze the influence of the key factors of the external environment on the development of the R Drama Society, this paper establishes the EFE matrix and determines the score and weight of the key factors through the combination of questionnaire survey and hierarchical analysis. At the same time to determine the effective degree of each element and score, this paper issued 20 questionnaires, and invited the R drama club President, vice President, a total of four, directors, the propaganda department, drama department, eight, heads, and four province first-class troupe actors and four folk troupe actor expert panel, through the questionnaire score After total averaging, score Table 3 for EFE matrix:

Table 3 R Evaluation table of external factors of Drama Society





Code	Key external factors	Grade
O1	The domestic cultural consumption market is broad	3.22
O2	Chinese traditional cultural resources are rich	3.65
O3	Cultural products are green and environmental protection	3.3
O4	The cultural industry is highly associated with other industries	3.55
O5	Policy support from the central and local governments for cultural development	3.4
T1	The rise of the talk-show industry threatens the comedy market	3.1
T2	Online comedy variety shows are becoming more convenient	3.1
T3	New entrants are constantly crowding out the industry share	3.3
T4	The audience group thinking has not changed	3.05
T5	The supporting industrial chain is not perfect	2.65

Table 4 R Evaluation matrix of external factors of Drama Society

	Influencing factor	Grade	Weight	Weighted value
chance O	O1 The domestic cultural consumption market is broad	3.22	11.47%	0.37
		3.65	20.49%	0.75
	O2 The Chinese traditional cultural resources are rich	3.3	2.47%	0.08
		3.55	11.46%	0.41
	O3 cultural products are green and environmental protection	3.4	4.11%	0.08
threaten T	The O4 cultural industry is highly associated with other industries			
	O5 Policy support of the central and local governments for cultural development			
	T1 The rise of the talk show industry threatens the comedy market.	3.1	16.92%	0.34
	T2 online comedy variety shows are more convenient	3.1	16.92%	0.34
		3.3	8.27%	0.27
amount to	T3 new entrants continue to squeeze out the industry share	3.05	1.77%	0.05
		2.65	12%	0.16
	T4 audience group thinking has not changed			
	T5 supporting industry chain is not perfect			
			1	2.85

Similar to the EFE matrix of the external environment, a comprehensive analysis of the resources and capabilities of R Drama Club reveals the following advantages and disadvantages of R Drama Club. This paper takes internal advantages and disadvantages as evaluation factors and selects five key factors. At the same time, this paper has distributed 20 questionnaires to the expert scoring team and passed them





After averaging the questionnaire scores, the key factors of the IFE matrix are shown in the table below:

Table 5 R Internal factor Evaluation Table of Drama Society

Code	Key internal factors	Grade
S1	The performance is close to life and is immersive	2.8
S2	The site cost is low and the service mode is novel	3.1
S3	The script is innovative and the performance is diversified	3.2
S4	The operation mode adapts to the post-epidemic era, and the personnel cost is low	3.2
S5	Online ticketing saves time and adapts to market changes	3.05
W1	Venue standardization is low, and the performance adaptability is poor	3.3
W2	The drama club has low popularity and little influence	3.7
W3	A single business model, vulnerable to the epidemic	3.3
W4	Financial accounting is not sound, and the financing is difficult	3.4
W5	Affected by the epidemic, the brain drain is serious	3.6

The scores, weights, and weighted values were summarized to obtain the IFE Matrix, as shown in the Table below.

Table 6 R IFE matrix analysis table of Drama Society

Influencing factor	Grade	Weight	Weighted value
Superiority			
The S1 performance is close to life and is immersive	2.8 3.1	1.68%	0.05
S2 The site has a low-cost and novel service mode	3.2 3.2	9.47%	0.29
The S3 script is highly innovative and diversified in performance	3.05	16.49%	0.53
The S4 operation mode adapts to the post-epidemic era, with low personnel costs. The S5 online ticketing saves time and adapts to market changes		16.49%	0.53
		5.89%	0.18
Inferior			
The W1 venue has low standardization and poor	3.3	2.63%	0.09
strength or performance adaptability	3.7	27.75%	1.03
position			
W2 drama club has low popularity in different places and	3.3	2.63%	0.09
small business model and is vulnerable to the epidemic	3.4	4.58%	0.16
W4 financial accounting is not sound, financing is difficult	3.6	15.42%	0.56
The W5 was affected by the epidemic, causing a serious brain drain			
Amount to		1	3.51





This chapter is mainly based on the above analysis of the external environment and internal environment. From the perspective of the external environment, the business development of R Drama Club can respond to the market development needs and threats in the post-epidemic era, but the overall level is not high, and there is still room for improvement. Therefore, R Drama Club should deal with challenges from multiple dimensions such as drama quality, marketing, and operation, and pay special attention to avoid the risk of brain drain and low popularity in different places in the process of operation. From the perspective of the internal environment, the advantages of R Drama Club are mainly reflected in the novel and diversified performances of its scripts and the low cost adapted to the post-epidemic era. Therefore, it should give full play to its own advantages in operation and actively improve the situation of brain drain and low popularity in different places. Based on the above conditions, this paper will next elaborate on the development strategy and objectives of R Drama Society, and integrate the opportunity threats advantages, and disadvantages listed in the internal and external environment through the SWOT matrix Show the strategy positioning, get the alternative scheme, and finally select the final scheme through the QSPM matrix.

Discussion

1. Improve business capabilities

With the advent of the new era, traditional independent drama performance forms have been greatly impacted. Faced with this development trend, R Drama Club must change its development philosophy and innovate development methods to adapt to the development trends of the new era. Under the impact of the information age, there is no longer a single channel for people to watch independent dramas. Everyone can find their favorite dramas on major video platforms, which makes it difficult for a large number of offline independent drama clubs to operate. Therefore, in this development context, higher requirements have been placed on personnel related to external performances and internal management.

The emergence of the new era has brought substantial disruptions to traditional independent drama performance formats, compelling R Drama Club to rethink its developmental approach and adopt innovative strategies to align with evolving trends. This transformation is primarily driven by the pervasive influence of the information age, which has shattered the notion of a single channel for consuming independent dramas. Nowadays, viewers have the convenience of accessing their preferred content on major video platforms, rendering the sustainability of many offline independent drama clubs uncertain. Consequently, the club now faces higher demands for skill and adaptability among its staff involved in external performances and internal management, as the ability to navigate these shifts is vital for maintaining relevance in an era marked by digital access and changing audience behaviors.

2. Establish and improve the financial accounting system

Running a drama club is no easy task. There are many aspects such as funds, personnel, and planning to be considered, and financial accounting is a particularly important point. If the financial management of R Drama Club is not sound, the difficulty of financing will increase, and it will be





difficult to expand its business scale and increase its popularity. Establishing and improving various financial management systems is crucial to improving the overall management level. Standardizing the financial behavior of enterprises, establishing and improving financial systems, and formulating clear financial management plans will help enterprises reasonably plan their income and expenditures. Improving the professional level of corporate accounting personnel will help enterprises revitalize funds, increase financial management income, and reduce risk in the post-epidemic era. Possible financial crises and tax risks.

Running a drama club is undeniably challenging, with factors like funding, personnel, and strategic planning demanding careful consideration. Among these aspects, sound financial accounting stands out as a critical pillar of success. Insufficient financial management within R Drama Club could amplify funding difficulties, hinder business expansion, and impede efforts to build popularity. Therefore, the establishment and enhancement of robust financial management systems are paramount for elevating the club's overall management proficiency. By standardizing financial practices, fortifying financial frameworks, and crafting clear financial management strategies, the club can make informed decisions regarding income and expenses. Moreover, investing in the professional development of accounting personnel equips the club to optimize funds, bolster financial management outcomes, and mitigate risks, especially in the wake of potential financial crises and tax-related challenges in the post-epidemic era.

3. Business Model Innovation

Faced with the impact of the COVID-19 epidemic, R Drama Club must innovate its business model, transform the previous single business model, and build the influence of R Drama Club in serving local culture locally, to gain an active position in the competition. It can be specifically divided into cooperation with companies of the same type and cooperation with industry-related companies. Cooperation with companies of the same type such as cooperation with local cultural IP to launch joint cultural products. In this way, the venues of local cultural enterprises can be used to carry out joint offline activities, and the venue and situational advantages of local cultural enterprises can be used for product display and marketing so that different customers can have the opportunity to contact them. At the same time, we can also cooperate with the local cultural market for win-win results, and conduct advertising, marketing, and publicity in corresponding venues to enhance the cultural influence of R Drama Club.

Cooperation with industry-related companies first starts with upstream companies, such as performance venues. Cooperating with performance venues can not only obtain more favorable prices but also create a cultural industry chain for win-win cooperation. The second is to start from downstream enterprises, such as well-known ticketing platforms. They promote joint products and R drama club through the ticketing platform, and at the same time indicate in the advertisements the preferential activities after placing orders on this ticketing platform, to increase the frequency of use of the ticketing platform and Ticket transaction volume.

In response to the disruptive impact of the COVID-19 pandemic, R Drama Club recognizes the imperative need for a business model overhaul. This transformation entails shifting from a previously





singular business model to one that fosters the club's local cultural influence and secures a competitive position. The strategy encompasses two main avenues: collaboration with similar enterprises and partnerships with industry-related companies. Within the former, forging alliances with local cultural IPs paves the way for joint cultural product launches, leveraging the facilities of local cultural businesses for offline activities, product showcases, and marketing. Simultaneously, synergistic ventures within the local cultural market amplify advertising, marketing, and publicity efforts, bolstering R Drama Club's cultural footprint.

On the other hand, partnerships with industry-related companies initiate with upstream collaborators like performance venues. This approach not only yields favorable pricing but also forges a cultural industry ecosystem ripe for mutual benefits. The second facet targets downstream entities, such as prominent ticketing platforms, where joint product promotions through these platforms enhance R Drama Club's visibility and incentivize ticket purchases through exclusive offers, ultimately amplifying ticket transaction volumes. This multi-pronged strategy reflects R Drama Club's proactive stance in adapting to the pandemic's challenges and fostering sustainable growth in a changing landscape.

Recommendation

This study mainly uses the development process of R Drama Club as a case to explore the development strategies of independent drama clubs under a specific background and provides some reference value for other independent drama clubs in formulating development strategies. This research, helped R Drama Club sort out and describe its development process, explore the development difficulties faced by R Drama Club, and put forward specific development suggestions for the development of R Drama Club in the post-epidemic era from a strategic development perspective. However, since my understanding of the development of the theatrical performance industry is not comprehensive enough, the external environment analysis can only be compiled through some public data and relevant literature, and the relevant development suggestions may not be comprehensive enough. On the other hand, due to the difficulty of quantifying indicators and the limitations of the AHP itself, the development strategy may be formulated with a certain degree of subjectivity. In addition, the development of the theatrical performance industry will be affected by the constant changes in the internal and external environment. National policies, the development of the Internet, epidemics that may break out at any time, and audience preferences will continue to update and change over time. In the face of these constant changes, Changing circumstances require continuous improvement of development strategies. In my future study and work, I will continue to delve deeply into the cultural performance industry, continue to arm myself with management theories, and improve my personal research level, to find a long-term and stable development path for enterprises in the cultural performance industry. I sincerely invite all experts and scholars to criticize Correction.

Acknowledgment





From the perspective of cultural background, Chinese dramas can be traced back to the Qin and Han Dynasties. After a long period of development, Chinese dramas nowadays not only contain traditional Chinese operas represented by Peking Opera, Huangmei Opera, and Henan Opera but also contain dramas introduced from the West in the 20th century. In the early 20th century, drama was introduced into China from the West. After the May 4th Movement, the new ideas of "opposing old morality and advocating new morality; opposing classical Chinese language and advocating vernacular Chinese" influenced Chinese people deeply, the liberation of new ideas, and the rise of new drama literature. China has the first drama group — Shanghai People Drama Club at Tsinghua University, Peking University, Nankai University, and other universities. At the national level, the Fourteenth Culture and Tourism Development Plan issued by the Ministry of Culture and Tourism in 2021 proposes an artistic creation system for the development ability of art groups and promote the performance of excellent works. At the provincial and municipal level, the Fourteenth Five-Year Plan of Sichuan Province proposes to promote the prosperous development of cultural undertakings and strengthen the main body of cultural market entities. In February 2022, Chengdu released the "14th Five-Year Plan for the Construction of a World Cultural and Creative City", aiming to create a modern cultural and creative industry system with high added value, strong originality, and good growth potential. The support of national policies and local governments has improved the investment and financing mechanism of China's cultural industry, and more social capital has begun to flow into the cultural industry.

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