



ISSN: 2950-8835 © 2022 KODISA & JKR.  
JKR website: <http://acomis.kisti.re.kr/jkr>  
doi: <http://dx.doi.org/10.13106/jkr.2023.vol2.no1.27>.

## A Study on the Art management and Cultural activities in China from the K-Wave case

Jia Ning LI<sup>1</sup>, Su SHUAI<sup>2</sup>, Zhang FAN<sup>3</sup>

1. First Author Researcher, School of Arts, Shandong University, China. Email: [shuaifan1982@126.com](mailto:shuaifan1982@126.com)

2. Corresponding Author Professor, Business School, Shandong University of Political Science and Law, China.  
Email: [000616@sdupls.com](mailto:000616@sdupls.com)

3. Third Author Professor, Business School, Shandong University of Political Science and Law, China.

Received: May 12, 2023. Revised: June 24, 2023. Accepted: June 30, 2023.

---

### Abstract

The purpose of this paper is to study the relationship between Art management and Cultural activities in China from the K-wave case. Research design, data and methodology: This study used the method of the cases study survey, with the K-wave case in as the survey objects, 3 valid survey sample case were collected in this paper. Results: The two dimensions of art management and cultural activities differently influences from the K-wave, and the influence of availability on customer satisfaction is not significant. Conclusion: The results of this study will provide useful reference for the Art management and Cultural activities in China from the K-wave case. And improve the development of art management and cultural activities in China by improving the K-wave of service quality.

**Keywords:** Art Management, Cultural Activities, K-Wave, China, Cases

**Major classifications:** Art Management, K-Wave

---

### 1. Introduction

In recent years, with the strong development of Korean film and television culture, the TV industry, entertainment industry and the popular K-Wave industry are stepping into the world. At present, the entire Korean entertainment industry has a complete operation and profit model. In this way, the entire idol industry has established a streamlined idol factory. Currently, K-pop is sweeping over the world with the New K-wave (New Korean Wave), and K-pop fever is not only positively influencing the singers and their entertainment agency, but also the Art managements and Cultural activities as well. The

---

© Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

impact of “K-wave” has gradually expanded in recent years, its spread trend can also be seen in the United States and even in Europe. As the earliest and largest importer of K-wave, China's importance is self-evident. However, at this point, it is imperative to have Art management system development that can facilitate sustainable development of K-wave culture by understanding the comprehensive interrelationships among the two element groups through K-wave.

The geographical location of China and South Korea necessarily determines the continuous exchange and cultural interaction between them. Indeed, China and South Korea do. Ever since the Korean Wave began to rise to prominence in the world, China has been swept away by the Korean Wave, leaving a deep impression on China from music to TV to movies. Korean movies may be a weak part of the Korean Wave, especially in other countries, which is not as influential as Korean music and dramas. The same is true of China. For example, the film "Parasite" directed by South Korea's Bong Joon-ho won four Oscars for Best Original Screenplay, Best Foreign Language Film, Best Director, and Best Picture. Said to be the highest honor. Korean film shooting can be described as "dare to shoot" in two words, such as shooting techniques, narrative methods, etc., from the breadth and depth of the theme selection, from the philosophical and human observation of the film, etc., can be interpreted in various ways. Art management plays a crucial role in K-wave, whose influence is mainly reflected in the following three aspects: First. Inheritance of cultural heritage. Second. Promote cultural value. Third. Promote cultural innovation: This also contributes to the innovation and development of culture. art management have a strong artistic concept and cultural deposits to ensure that commercial practices do not harm the essence of art. Also it requires knowledge and skills in marketing, human resource management, financial management, etc., in order to improve the business management system. Art management and Cultural activities are an important part of the development of modern society, and they are inextricably linked in practice. Art management is a kind of market-oriented commercial activity, which takes artistic works as the core and promotes artistic products in the market through marketing means, so as to achieve the purpose of profit. The Cultural activities is a kind of economic activities that process and produce cultural products and services with culture as the core, reflecting the characteristics of market economy.

## 2. Literature Review

The constituent elements of art management mainly include artistic creation, marketing, cultural activity planning and so on. Artistic creation is the foundation of art management. Without the creation of artistic works, the promotion and sale of art management cannot be carried out. Marketing is the core content of art management, art management needs to promote art works through marketing means, increase its popularity and sales. Planning of cultural activities is an important part of art management. Through cultural activities, artistic works are promoted to the market and more consumers are attracted. The elements of cultural industry include cultural creativity, cultural tourism, culture and art, etc. As an important component of the cultural industry, the cultural creative industry mainly includes design, artwork production, intellectual property rights and other aspects. It is one of the most competitive economic industries with the best development prospects in the cultural industry. Cultural tourism refers to the theme of tourism, through tourism activities to promote the spread and exchange of culture, is an important branch of the cultural industry. Culture and art are also an important part of the cultural industry. Through artistic expression and cultural transmission, cultural industry is infused with more spiritual content and cultural connotation.

Jeon, Hyeong-Yeon (2012) based on the results, the current study was able to understand and schematize the core relationship structure among the four element groups in cultural management system. And provided a new direction for the future studies that will research on Korean culture management system development.

Liu Ke (2023) by the issue of the THAAD system, At the end of 2021, Korean films will be online in China for the first time in six years, but there will be little response, both because of the environmental impact and the psychological change of Chinese audiences. However, how to make Korean films prosper in China again is a long-term process that requires consideration and effort.

Sung, Dong-Kyoo (2021) the ‘Hate Korean wave’ atmosphere still persisting in China, the recent cultural control policies by China government is making it more difficult for the K-contents' export business to the China market.

Sung, Dong-Kyoo (2021) found that Chinese consumers' experiences of K-wave have a positive (+) effect on the purchase intention of Korean products, and K-wave are insignificant in the purchase intention of Korean products. Based on the results is expected to provide meaningful implications for establishing marketing plans for potential Chinese consumers.

Wang, Anyue and Kwon, Byung Woong (2019) based on the results of empirical analysis, and analyze the importance and satisfaction of the K-wave makes up the four factors (Music, Dance, Style, Story) with IPA method, as well as the impact of its rankings on K-wave fans phenomenon in China.

Park, Young Eun (2018) Korean Wave, K-POP which hit in Asia, America and Europe, and then, now, also, South America and Middle East, boosts Korean Entertainment Industry and gives the infinite power. YG Entertainment plays a primary role to lead this wave.

Li Jie (2021). Art management involves many fields, not only closely relates to music and dance, but also relates to contents such as drama, movie and television, which are also important parts of the cultural industry.

Xu mengya (2023) Art management mainly includes planning, organization, execution, supervision, control and other aspects. Managers should not only have artistic accomplishment, but also master relevant management knowledge. Through the analysis of the role of art and culture, this paper puts forward the necessary measures to improve the art management mode, so as to further improve the public's art appreciation level and artistic quality.

Kyu-Dae Ko (2020) the K-wave group is seeking to go beyond the art of single-stage performances and make a systematic plan and make inroads into foreign countries in the form of direct investment suitable for each foreign country.

Im Seong Jun (2013) based on an in-depth analysis of the structural change of the music industry where digital music replaces traditional musical records, this research identifies key success factors of Korean popular music industry (K-Pop).

Song, Kee-Ran et al., (2012) These major items emphasized how strategic integration management that maximizes the synergy between each organization is important compared to each organization itself. Lastly, in terms of mediators that deliver K-pop culture, major items such as media mediator management, contents mediator management, and peer mediators management were generated.

Seungbae Park (2016) on the basis of data that was collected through the Google Trends, we investigate the cultural effect on the global diffusion of the Korean wave in online. Based on findings of this study, this study suggest some Korean Wave diffusion strategy in online to guide Korean Wave diffusion based on cultural distance for Korean Wave managers.

CHUN In Pyong (2018) the Korean Wave 3.0 can be the period of 'diversification of the Korean Wave'. Periodically it starts with the huge success of Gangnam Style performed by Psy in 2012. As an important genre, it became spread to music, drama, game, film, cartoon, character, Korean cuisine, Korean language. Geographically it has been beyond China and diffused further Southeast Asia, Central Asia, Africa, the USA, etc.,

Chen Xing (2019) K-pop has gone through ups and downs for 30 years since it was introduced to China in the 1990s. As the trigger for the 'Korean wave', K-pop has become a business card of Korean pop culture, which is another popular culture that has culminated in China after the 'Western wave', 'Japanese wave' and 'Hong Kong, Taiwan's wave'. Its wide range of influences and long time are rare in the world, so it can be regarded as a typical example of modern intercultural communication

### 3. The K-wave cases of Art Management in China

Since China implemented the "restriction on Korea" measures due to the "THAAD" issue in 2016, South Korean artists have performed in China. Almost all exports have been stopped, and South Korean brokerage companies have also begun to promote the diversification of export markets and continuously reduce their dependence on China. According to data from the Korea Customs Service (Customs), South Korea's record exports totaled US\$123 million in the first 11 months of 2020, including US\$16 million to China. China was South Korea's second largest record export market from 2017 to 2019, but it was overtaken by the United States last year and fell to third.

#### 3.1. The case of promoting Group H.O.T., etc

Unlike K-POP Group, which has entered foreign markets with a global strategy based on the existing export method (H.O.T.), 'Boystory' is a representative group that is made with joint investment, which is a direct investment method. The K-POP group made inroads into overseas markets in the form of simple performances from the late 1990s to 2005, when 'Korean Wave' was first introduced. Group H.O.T., etc. are typical examples. Since then, it has sought to enter overseas markets in the form of franchises by accepting overseas members by 2018, starting with Super Junior in 2005. Since then, the K-POP group in the form of joint investment attempted as group IZ\*ONE in 2018 appeared, and a voice story came out in September 2018 when South Korea's JYP Entertainment and Tencent of China joined forces.

Currently, the strategy of major management companies, big 4 in Korea such as SM, JYP, HYBE, YG is centered on raising idols. Through auditions candidates are selected, raised into trainees and educated till their big debut as professional singers for example, programs is Shinee, BigBang etc. whom initially led the Korean wave with K-pop in the global markets.

**Table 1:** 4 major companies' Net profit ranking (Billion won)

Rank	Company	Sales	Operating Profit	Net Profit
1	HYBE	1,776.1	236.9	48.0
2	SM	848.4	93.5	89.1
3	YG	391.1	46.6	46.6
4	JYP	345.8	96.9	67.5

Source: Each company' 2022 annual report (2022)

### 3.2. The case of Promoting young talents

While K-wave uses talent development strategy by casting Chinese young talents as trainee and developing them as "idols" through lengthy and systematic training program, K-wave uses talent acquisition strategy by sourcing globally well-known songwriters and choreographers. "Born- Global Mix of Talent Development & Acquisition Strategy" turns out to be quite successful. This 360 degree business model enables K-wave to profitably enter even Chinese markets where sales of music is very difficult by providing revenues from non-music activities of it's star artists.

**Table 2:** Chinese TV Show's young K-wave talents

Program	music	entertainment shows	movie
1	83	49	21
2	13	6	3
3	9	5	6
total	118	70	30

Source: FUNJI Report (2021)

### 3.3. The case of 'GangNam Style'

The 'GangNam Style'. This is explicit just from Psy's achievement in 2012 year alone and it was a great turning point in the history of K-wave as well. 'Gangnam Style' in the past year has reached up to 1.7 billion views on YouTube, and topped the charts in over 41 countries. What is more, the mere fact that small towns of China know the 'horse dance' is an achievement unexplainable by words.

## 4. Conclusions

The Art management can shape urban commercial space in a beneficial way, create a good consumption atmosphere, and enhance the attractiveness and competitiveness of the city. The introduction of art elements into urban commercial space can create a strong cultural atmosphere, so that the city presents a smart look. For example, in the commercial center of the city, art operators can introduce public artworks, small art display cabinets, street artist performances and other forms to influence consumers through artistic and cultural elements, improve their sense of trust and satisfaction in commercial space, and create a virtuous ecological environment for regional economic and social development.

There are many reasons behind the popularity of "K- Wave" in Asia and the world In terms of policy support, encouragement and guidance from the government, but also from the mature operation mode of Korean cultural enterprises is not allowed. Korean dramas are a great representative of Korean cultural products, and the main reason why they can gain a global audience is its clever display of Korean culture. Through romantic love stories or inspirational life experiences, Korean dramas show the eating habits, lifestyle and distinctive culture of Korean people in front of the audience. In addition, while carrying forward national culture, Korean dramas also attach importance to implanting fashionable commercial elements in the dramas. Korean food, Korean clothes and even the characters' hairstyles cater to young people's ideas and aesthetic needs better. These cultural symbols increase the attraction of Korean dramas unconsciously.

The creative ability of art managers is also one of the factors affecting arts production and business activities. Art

managers have a high degree of artistic aesthetics, excellent marketing ability, and can quickly adjust products and marketing strategies according to market demand. Art operators are also able to innovate product design and marketing schemes, effectively promoting the development of urban production and business activities to a more diversified stage of cross-border integration and diversification. For example, art operators can give full play to their creative potential and make use of the local cultural background and characteristics to create cultural works of art that are more suitable for local consumers and markets. To sum up, art management is inseparable from China's arts production and operation activities. Art management has a positive impact on K-Wave production and operation activities, which can promote the shaping of art commercial space, the promotion of urban cultural atmosphere, the support of policies, the ability of artistic operators to innovate and create.

In future research, therefore, other cases should be compared and analyzed together. Considering those factors, this study can not conclude the general market situation, and those limitations should be considered in future studies.

## References:

- Ahn, H., & Kiaer, J. (2021). Pop culture words: How can K-Wave turn Korean words into global, *translingual words*?. *English Today*, 37(3), 178-187.
- Ahn, J., Oh, S., & Kim, H. (2013, July). Korean pop takes off! Social media strategy of Korean entertainment industry. In 2013 10th International Conference on Service Systems and Service Management (pp. 774-777). IEEE.
- Devezas, T. C. (2012). III. GLOBAL CRISIS: A K-WAVE PERSPECTIVE. *Kondratieff Waves: Dimensions and Prospects at the Dawn of the 21st Century*, 138.
- Fares, A., & Challal, Y. (2022). The Role of the korean wave "Hallyu" in the emergence of korean as a foreign language in the algerian society (Doctoral dissertation).
- HE, B., ZHANG, Y., WANG, Z., NI, Z., & LI, J. (2021). Korean Wave as Symbolic Capital: A Case Study of Learning Korean Language out of Class in China.
- Howard, K. (2014). Youna Kim (ed.): *The Korean Wave: Korean Media Go Global*. xvi, 233 pp. London and New York: Routledge, 2013. ISBN 978 0 415 71278 1. *Bulletin of the School of Oriental and African Studies*, 77(3), 644-646.
- Johnson, J. (2023). The K-Wave and Its Impact on the South Korean Economy.
- Kim, J.; Kwon, S.-H. K-Pop's Global Success and Its Innovative Production System. *Sustainability* 2022, 14, 11101. <https://doi.org/10.3390/su141711101>
- Lee, M. O. (2020). A comparative study on the effects of k-wave related factors on Korean food satisfaction by nationality. *The Korean Data & Information Science Society*, 31(2), 415-425.
- Lee, M. O. (2018). A Study on the Effects of K-Wave, K-Drama, K-Pop and K-Friend Preference on Korean Food Preference, Satisfaction and Repurchase Intention of International Students in Korea-Focusing on Busan Area. *Journal of the Korean Society of Food Culture*, 33(6), 501-511.
- Pease, R. (2006). Internet, fandom, and K-Wave in China. In *Korean pop music* (pp. 176-189). Brill.
- Putri, V. K., & Reese, M. (2016). the Impact of 'Korean Wave' on Young Indonesian Females and Indonesian Culture in Jabodetabek Area. *Emerging Markets: Business and Management Studies Journal*, 4(1), 35-53.
- Sari, H. P. (2016). The Perception of Alay Subculture Toward Korean Nation Branding (K-Wave). *CALYPTRA*, 5(1), 1-15.
- Song, M. (2018). A Study on K-Wave's Business Expansion: Based on Creativity Type Model. *The Journal of the Institute of Internet. Broadcasting and Communication*, 18(5), 39-54.
- Tariq, U. (2021). Say Hello to the Digital Hallyu Wave in the UAE: The Rising Digital South Korean Wave among Emirati Women and its Impact on their Cultural Identity. *The Journal of Communication and Media Studies*, 6(3), 1.
- War, N. K., Park, J., Jang, S., & Park, J. K. (2016). K-Wave influencing on the Attitude and Purchase Intention of Korean Cosmetics in Myanmar Consumer Market. *yj choi*.