

# Discussion on the Optimization Strategies for Comprehensive Budget Management of Media Enterprises Based on Strategic Orientation

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**Abstract:** In today's rapidly developing economic and social environment, media enterprises face increasingly fierce market competition and constantly changing market environments. To stand firm and develop steadily under such a backdrop, media enterprises should correctly recognize the importance of comprehensive budget management. As an effective management tool, comprehensive budget management can help enterprises optimize resource allocation, enhance operational efficiency, and thus strengthen their competitiveness and adaptability. Comprehensive budget management based on strategic orientation is key to the sustainable development of media enterprises. Strategic orientation emphasizes that an enterprise's budget management should be closely integrated with its strategy, ensuring that the budget formulation and execution align with the long-term development goals of the enterprise. By constructing a sound comprehensive budget management system, media enterprises can ensure the scientific, rational, and operational nature of their budgets, thus providing a strong guarantee for the development of the enterprise. Moreover, strengthening internal control is an indispensable part of comprehensive budget management for media enterprises. Establishing a sound internal control mechanism allows media enterprises to standardize the budget execution process, prevent budget overruns and waste, ensure the achievement of budget goals, enhance the enterprise's risk management capability, and help the enterprise respond to various risks and challenges in a timely manner.

**Keywords:** Strategic Orientation, Media Enterprises, Comprehensive Budget Management.

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## 1. Introduction

As aggregators of mass communication media, media enterprises form a vast and complex industrial system. This system spans from media information services to media production, and to information resource services, encompassing multiple subsystems, each bearing different functions and responsibilities, together constituting the complete framework of media enterprises. Entering the 21st century, China's media industry has embraced new development opportunities. With continuous advancements in technology and rapid socio-economic development, a surge of media enterprises has emerged, injecting new vitality into China's cultural exchange and dissemination[1-2]. These enterprises, utilizing modern communication means and diverse media channels, deliver rich cultural content to a broad audience, enriching people's spiritual and cultural lives, and promoting the exchange and integration of different cultures. However, with the continuous increase of media enterprises and intensifying market competition, the media industry faces many developmental challenges. The integration of strategic orientation and comprehensive budget management provides new thoughts for the development of media enterprises. By closely aligning corporate strategy with budget management, media enterprises can better grasp market trends, optimize resource allocation, and improve operational efficiency. Comprehensive budget management also helps enterprises achieve risk early warning and control, ensuring stable development, and making greater contributions to China's cultural exchange and dissemination efforts.

## 2. Current Issues in Comprehensive Budget Management of Media Enterprises

### 2.1. Limited Understanding of Comprehensive Budget Management

Bound by traditional management concepts, many media enterprises focus too much on product production, market promotion, and other operational aspects, underestimating the importance of comprehensive budget management. Although some enterprises have initiated budget management, it is often carried out solely by the finance department, with a lack of participation and cooperation from other departments, leading to incomplete information collection, biased scheme formulation, and reduced timeliness of budget management work. Finance personnel, despite their proficiency in finance, may lack a deep understanding of media business, making it difficult to accurately grasp the operational reality of front-end departments. Due to the lack of cross-departmental collaboration and smooth information flow, budget management struggles to obtain comprehensive and accurate data support. This isolated state hinders the effectiveness of budget management and its crucial role in enterprise resource allocation and decision support.

### 2.2. Lack of a Sound Management System

Comprehensive budget management is crucial in media enterprises, and the establishment of organizational departments is key to its effective implementation. Currently, many media enterprises have issues with department setup, lacking independent budget management departments, leading to improper execution of early-stage budget planning

and process control, making the workflow loose and disordered, and personnel behavior lacks effective restraint. The absence of specialized budget management departments makes it difficult to ensure the professionalism and systematic nature of budget management work. The formulation of budget schemes may lack scientific basis, and deviations and loopholes may occur during execution[3]. This directly affects the accuracy and effectiveness of the budget, potentially leading to resource waste and increased risk. Therefore, media enterprises should place high importance on the construction of budget management departments, ensuring their independence and professionalism, to promote the effective progress of various tasks, thereby enhancing the overall management level and economic benefits of the enterprise.

### 2.3. Lack of Budget Management Institutions

Media enterprises currently encounter bottlenecks in

institutional construction for comprehensive budget management. Due to a shift away from management focus, institutional construction has not kept pace with the times, with the existing system lacking optimization and innovation, unable to meet the actual development needs of enterprises. This absence and imperfection of the system lead to unclear work process division, difficult implementation of department responsibilities, weak supervision, hindering smooth work progress, causing execution results to deviate from expected goals, and disconnecting from the enterprise development strategy. The lack of clear institutional guidance makes the budget management process prone to chaos, making resource allocation inefficient and unreasonable, thereby affecting the overall operational effectiveness of the enterprise. Moreover, an imperfect system also lowers employee work enthusiasm and responsibility, easily forming a "responsibility vacuum" zone, posing potential risks to the enterprise.

**Table 1.** Issues in the Establishment of Comprehensive Budget Management Departments

Problems	Description
Lack of an independent budget management department	Media enterprises fail to set up independent budget management departments, resulting in the lack of professionalism and systematicness of budget management.
Insufficient preliminary budget planning	There is no special budget management department, resulting in the pre-budget planning can not be effectively implemented, affecting the accuracy and effectiveness of the budget.
Missing process control	Lacking the supervision of budget management departments, deviations and loopholes may occur in the budget implementation process, which cannot be corrected and adjusted in a timely manner.
Disorganized and loose workflow	There is no special budget management department for unified coordination and management, resulting in loose and disorderly budget management processes and difficult to standardize.

## 3. Strategies for Implementing Comprehensive Budget Management in Media Enterprises from a Strategic Orientation Perspective

### 3.1. Enhancing Budget Management Awareness

For leaders of media enterprises, who carry the heavy responsibility of leading the enterprise forward, the importance of comprehensive budget management in daily management is self-evident. Leaders should set an example and consider it one of the core tasks for the development of the enterprise[4]. Although the core of media enterprises is media information services, budget management cannot be overlooked. Leaders must realize deeply that budget management is not just a numbers game but an important support for strategic development of the enterprise. They should strengthen control over the budget management process from a strategic perspective. To ensure the effective implementation of budget management, leaders should also actively promote inter-departmental communication and cooperation. Finance, audit, and business departments should work together throughout the entire budget management process. Finance personnel are responsible for analyzing the financial situation of the enterprise and providing data support for budget formulation, while business departments should provide practical bases for the budget plan based on their operational situations. In the process of budget plan

formulation, front-end departments should understand customer needs, predict future sales volumes, and provide directions for business expansion; middle-end departments should plan public relations activities, publicity, and promotion, ensuring reasonable budget allocation. Through such cross-departmental cooperation, media enterprises can more accurately analyze and predict their development situation, thereby formulating more realistic budget plans.

### 3.2. Establishing Budget Management Organizational Structures

The establishment of a budget management organizational structure is a prerequisite for media enterprises to carry out budget management. The soundness of this structure directly affects the efficiency of budget management work. Media enterprises must combine actual conditions to ensure the scientific and reasonable nature of the structure. On one hand, the establishment of a budget management committee is crucial. As the leading organizational structure of budget management, the budget management committee consists of enterprise leaders, managers, and main leaders of various departments. They are not only responsible for making business decisions but also for reviewing, adjusting, and approving budget plans. This setup ensures that decisions can be quickly and accurately conveyed to subordinate departments, effectively avoiding problems and risks that may arise in the budgeting and execution process. On the other hand, the construction of budget management departments is equally important. As the executive body of

budget management work, budget management departments are composed of managers from finance, business, audit, and other functional departments. They are responsible for collecting and organizing comprehensive budget information, preparing, reporting, and executing budget plans, and managing daily work monitoring. Through the work of budget management departments, enterprises can formulate more realistic budget plans, ensure the effective execution and process control of plans, and ensure the smooth progress of budget management work, providing strong support for the high-quality development of the enterprise.

### **3.3. Constructing a Comprehensive Budget Management System**

In media enterprises, relying solely on the finance department for comprehensive budget management is far from enough; it is a system project that requires full participation and collaboration from multiple departments. To more effectively promote this work, the concept of integration of business and finance is crucial. Business-finance integration means the deep integration of business and finance, requiring departments to break down barriers and jointly participate in the entire process of budget management. Through a long-term communication mechanism, departments can work more closely with finance personnel, provide accurate data and information, jointly formulate budget targets and plans, improve the accuracy and efficiency of budget information transmission, and promote information sharing, making budget management more precise and efficient [5]. Additionally, when implementing comprehensive budget management, media enterprises must pay attention to incorporating corporate strategy. Budget plans should not be detached from the overall development strategy of the enterprise but closely linked to it. By integrating long-term business guidelines into budget targets, enterprises can ensure the consistency of budget management with strategic goals, making budget plans more scientific and reasonable. Moreover, implementing a post-responsibility mechanism is also key to ensuring the effective execution of budget management. By clearly assigning budget work responsibilities to individuals, enterprises can ensure that each person clearly understands their responsibilities, practicing self-discipline, creating a good atmosphere of self-restraint, and self-control. The budget committee, as a leading organization, should play an exemplary role, set clear budget targets and principles in conjunction with corporate development strategies, and guide the budget management department to carefully draft the annual budget proposal.

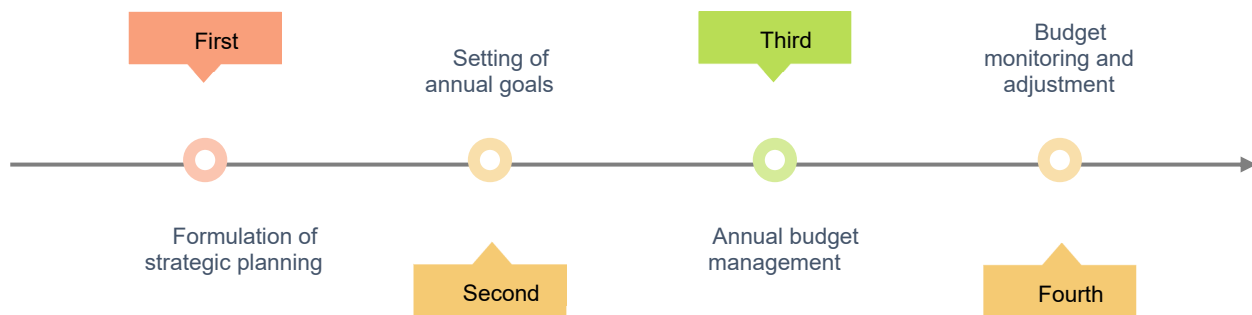
### **3.4. Strengthening Budget Execution and Control**

In the process of maximizing budget benefits, media enterprises should highly value the role of internal audit supervision. Internal audit is not only the guarantee of financial compliance but also an important means to optimize resource allocation and improve management efficiency. Media enterprises should arrange professional auditors to strictly control the budget execution process, ensuring that every penny of the budget is used reasonably and effectively.

To stimulate the enthusiasm of various departments, media enterprises should implement a corresponding reward and punishment mechanism. Through scientific evaluation of the operational situation of each department, rewards should be given to departments with excellent budget execution performance, and necessary penalties should be imposed on departments with poor execution. This clear reward and punishment mechanism helps create a positive working atmosphere and further tap the potential of human resources. During the budget execution process, the audit department should play its supervisory role, promptly identify problems and provide feedback to relevant departments. Functional departments such as the budget management department and budget committee should actively participate in discussions to determine improvement plans, ensuring the smooth progress of budget execution. Furthermore, functional departments like front-end and mid-end departments should also actively participate in budget management work, regularly reporting the department's budget execution situation to the budget management committee. This helps enterprise leaders accurately grasp the budget execution situation of each department, providing strong support for business decisions.

### **3.5. Optimizing the Budget Management Process**

Optimizing the comprehensive budget management process is crucial, as depicted in Figure 1. In the budget management process of media enterprises, the formulation of strategic planning and the setting of annual goals are two core links. With "platformization and technologization" as the development orientation and combining goals such as "safety and reliability, technological advancement," enterprises should carefully formulate strategic plans for media platform development, business blockchain construction, and technological upgrades. The finance department, after thoroughly analyzing the enterprise's financial status, debt capacity, and profit expectations, should provide objective analysis for business planning and set a series of operable overall strategic plans to guide budget management. Subsequently, guided by strategic planning, media enterprises need to set annual goals, with key indicators such as customer traffic and total profit as the basis. By decomposing the target model, the overall planning is refined to various management departments or grassroots units, providing data support for setting annual budget targets for each department and member unit. In the annual budget management process, media enterprises should comprehensively consider internal and external operating environments, such as political and cultural trends, market changes, and internal management situations. From the perspective of refined management, compile business development plans. Budget monitoring and adjustment are key links to ensure effective budget execution. Through execution monitoring, media enterprises can analyze budget execution and results in real-time, while rolling adjustments, based on execution feedback and external environmental changes, allow for proactive forecasting and timely adjustment of the budget.



**Figure 1.** Optimizing the Comprehensive Budget Management Process

### 3.6. Optimizing the Budget Evaluation System

Establishing a scientific, reasonable, and fair budget evaluation system, as shown in Table 2, will directly affect the smooth progress of subsequent tasks when implementing comprehensive budget management in media enterprises. It not only helps to evaluate the budget execution of various departments openly and transparently but also truly reflects the overall operating condition of the enterprise. Following the principles of "scientific, reasonable, and fair", ensure that the evaluation process is objective and fair, thereby stimulating employees' enthusiasm and creativity. To further improve the budget evaluation system, media enterprises can establish an evaluation indicator system, as shown in Table 3, and appropriately introduce the Balanced Scorecard, an advanced tool. The Balanced Scorecard evaluates the enterprise's strategic execution from four dimensions:

financial, customer, learning and growth, and internal operations. By analyzing factors that may affect the achievement of enterprise strategic goals, enterprises can determine the weight of each primary indicator and accordingly design secondary evaluation indicators and tertiary indicators. This multidimensional, multi-level evaluation method helps bridge the gap between enterprise strategy and comprehensive budget indicators, ensuring budget work is closely integrated with enterprise strategy for effective implementation. Establishing and perfecting the budget evaluation system and evaluation indicator system allows media enterprises to more accurately grasp budget execution, timely identify and solve problems, drive continuous improvement and optimization of comprehensive budget management work, enhance the enterprise's management level and core competitiveness, and lay the foundation for the enterprise's long-term development.

**Table 2.** Budget Evaluation System

Elements	Description
Principles	Scientific, reasonable and fair
Purpose	Make an open and transparent evaluation of budget implementation and truly reflect the operating conditions
Mode of implementation	Objectively evaluate the budget implementation of various departments

**Table 3.** Evaluation Indicator System

Elements	Description
Methods	Introduce the balanced scorecard
dimension	Finance, customers, learning and growth, internal operations
Indicator hierarchy	First-level indicators, second-level evaluation indicators, and third-level indicators
Weight determination	Analyze the factors influencing the realization of strategic objectives
Role	Shorten the distance between the enterprise strategy and the overall budget target, and ensure the smooth implementation of the budget

## 4. Conclusion

In summary, as an important part of China's economic system, the influence and role of media enterprises cannot be overlooked. They not only serve as bridges for cultural dissemination but also as significant forces promoting stable social and economic development. In the context of the new era, media enterprises are facing new opportunities and challenges. To seize these opportunities, media enterprises must possess a forward-looking strategic vision, review their operation models and resource allocation with development strategy as the orientation. Comprehensive budget management based on strategic orientation is the key means to achieve this goal. Therefore, by deeply analyzing the root causes of budget issues based on reality, media enterprises can

find the root of problems and take targeted measures for improvement, enhancing the enterprise's budget management level and market competitiveness. Simultaneously, media enterprises should continuously enhance budget management awareness, establish specialized budget management institutions, build a comprehensive budget management system based on strategic orientation, ensure the accuracy and scientific nature of the budget, and closely integrate budget management with enterprise strategy, jointly promoting the development of the enterprise.

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