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Role Positioning and Innovative Development of County-Level Integrated Media in the Context of Chinese-Style Modernization (Postprint)

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Abstract

【目的】 This study examines how county-level media convergence should recalibrate its role and achieve innovative transformation to contribute to the building of a modern socialist strong country amid China's modernization development process. 【方法】 Case study method and interpretive analysis. 【结果】 County-level media convergence should adhere to a role positioning that is deeply rooted at the grassroots level, acting as a translator of national development discourse, a participant in national development and construction, and a promoter of national development achievements. 【结论】 County-level media convergence centers should propel the modernization of content construction through local knowledge production, focusing on integrating the national voice with local experiences, excavating and promoting local cultural values, and narrating social conditions, public opinion, and stories of ordinary people. They should propel the modernization of organizational operation through technological thinking, conducting operational innovation across three dimensions: connectivity thinking, intelligent thinking, and convergence thinking. They should propel the modernization of grassroots governance by activating public participation, thereby achieving the organic integration of human development and social governance.

Full Text

Role Positioning and Development Innovation of County-Level Media Convergence Centers in the Context of Chinese-Style Modernization

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Abstract

[Objective] This paper explores how county-level media convergence centers should adjust their roles and achieve innovative transformation in the process of Chinese-style modernization, thereby contributing to the building of a modern socialist strong country. **[Method]** The study employs case analysis and interpretive methods. **[Result]** County-level media convergence centers should maintain a role positioning deeply rooted in the grassroots, serving as translators, carriers, participants, promoters, and optimizers of national development discourse. **Conclusion** These centers should drive content modernization through local knowledge production by integrating national policies with local experiences, excavating and promoting local cultural values, and telling stories of social conditions and people' s livelihoods. They should drive organizational modernization through technical thinking, innovating operations from three dimensions: connection thinking, intelligent thinking, and fusion thinking. Finally, they should drive grassroots governance modernization by activating public participation, achieving organic integration of human development and social governance.

Keywords: Chinese-style modernization; county-level media convergence; knowledge production; technical thinking

The report of the 20th National Congress of the Communist Party of China states that “Chinese-style modernization is socialist modernization led by the Communist Party of China, which shares common features of modernization across countries while bearing distinctive Chinese characteristics based on our national conditions.” The county-level grassroots constitute the extensive foundation of Chinese-style modernization and serve as a vivid source for depicting China’ s unique development landscape. Since the national strategy for building county-level media convergence centers was proposed in 2018, constructors across various regions have explored development paths tailored to local conditions, forming distinctive practical experiences in guiding and serving the masses. As Chinese-style modernization comprehensively advances the rejuvenation of the Chinese nation, how should these centers, having completed initial exploratory construction, adjust their roles, achieve innovative development, and deeply embed themselves in the modernized governance system to contribute to high-quality national development and the building of a modern socialist strong country? This paper analyzes and discusses these questions.

1. Deeply Rooted in the Grassroots: Role Positioning of County-Level Media Convergence Centers in Chinese-Style Modernization

Chinese-style modernization belongs to all Chinese people, and development achievements at the county level serve as crucial benchmarks for evaluating the

quality of this modernization. County-level media convergence centers should firmly grasp their grassroots-oriented role positioning, playing coordinating and facilitating functions between national development priorities and grassroots social construction to promote high-quality county-level development.

1.1 Translator and Carrier of National Development Discourse

A key issue concerning national development quality is how to effectively convey the Party and state's policies to grassroots populations and implement them thoroughly at the county level. First, these centers should serve as translators of national development discourse. Both national policies and widely-tested Chinese-style modernization experiences embody development discourse containing national wisdom. As bridges connecting higher and lower levels, their primary task is to localize and translate macroscopic, directional, and abstract national discourse into forms compatible with local audiences' reception habits and thinking patterns. More importantly, they must integrate national discourse with local development realities, plans, and priorities, interpreting policies from local citizens' perspectives to provide intellectual support for implementing national guidelines.

Second, these centers should serve as carriers of national development discourse. "Carrying" here means undertaking and guiding—on the basis of translating national discourse, they should lead high-quality development in grassroots society ideologically. This guidance operates in two ways: first, by disseminating the intrinsic values and profound meanings of Chinese-style modernization in ways that resonate with grassroots populations, thereby creating a public opinion atmosphere conducive to high-quality development; second, by deeply mobilizing grassroots participation in social development, fostering citizens' sense of ownership in Chinese-style modernization and activating creativity across society.

1.2 Participant and Innovator in National Development Construction

A core tenet of Chinese-style modernization is modernizing the national governance system and capabilities. County-level media convergence centers are not merely media outlets but also the "last mile" in modernizing the national governance system and a new platform for grassroots governance [1]. In China's high-quality development process, these centers must not only fulfill their "mass guidance" function but also closely adhere to their "mass service" mission, organically integrating service with governance—optimizing governance through service and expanding service through governance—to deeply participate in Chinese-style modernization.

Digital technology development has tightly integrated previously separate systems and components into more closely-knit circuits [2]. Compared with large and medium-sized cities, counties have relatively limited development resources, making it essential to fully integrate local resources, cleverly connect external resources, and activate human resources for high-quality county development.

Digital technology-based county-level media convergence centers possess unique advantages in connecting various stakeholders and pooling different resources, providing not only information exchange services but also playing roles in project promotion, e-commerce, brand communication, and public services through content production and social activities. In participating in local high-quality development, these centers should seek collaborative work with government departments and social institutions to maximize regional development momentum. Based on digital technology upgrades, they should actively innovate in public opinion guidance and service provision, exploring distinctive businesses rooted in county economic and cultural realities to drive both their own development and local high-quality growth through innovation.

1.3 Promoter and Optimizer of National Development Achievements

Chinese-style modernization requires that development serves the people, relies on the people, and benefits all people equitably, making modernization achievements more fairly accessible to everyone. County-level media convergence centers both vividly portray national development achievements at the grassroots level and serve as prominent carriers for promoting these achievements and improving people's livelihoods.

First, these centers can advance the process of digital technology benefiting all people. Based on digital technology, the public can efficiently access information and social services. As digital rural construction continues advancing and grassroots digital infrastructure improves, these centers must continuously provide high-quality integrated services, enabling universal sharing of digital development achievements. Second, they serve as promoters and disseminators of advanced construction experiences. Chinese-style modernization follows a path with Chinese characteristics, one important source of which lies in diverse development paths explored by various regions based on local realities. By actively promoting advanced development experiences and introducing cutting-edge concepts and methods, these centers can provide practical references for local development while facilitating exchange and mutual learning among regional experiences, thereby extracting more intelligent solutions for high-quality development.

Adhering to a people-centered approach represents both the core essence of Chinese-style modernization and the fundamental principle for building county-level media convergence centers. As central institutions closely connected with grassroots populations, these centers should actively establish feedback channels for citizens, combining big data analysis with personalized feedback to grasp issues that truly concern the masses, providing practical references for relevant institutions to optimize their work approaches.

2. Driving Content Construction Modernization Through Local Knowledge Production

Knowledge production involves describing and observing specific research objects and interpreting the world from particular perspectives [3]. Chinese-style modernization is a continuous process of forming development ideas, experiences, and models—a knowledge integration jointly explored by the Party, state, and people about building a socialist strong country. Original content constitutes the core product of county-level media [4]. As collectors, interpreters, and disseminators of grassroots information, these centers should focus on excavating and presenting local construction experiences, cultural values, and folk wisdom during content production transformation, forming knowledge content rich in local characteristics and promotional value to achieve deep embedding with Chinese-style modernization.

2.1 Integrating National Voice with Local Experience to Showcase Chinese-Style Modernization Paths at the County Level

Chinese-style modernization results from combining national policies with regional practices. County-level media convergence centers should first conduct systematic reporting on how counties translate national policies into development strategies suited to local conditions, serving as presenters, recorders, and interpreters of Chinese-style modernization construction. In recent years, numerous counties have developed distinctive ideas and measures in poverty alleviation and rural revitalization, representing vivid experiences and wisdom for high-quality grassroots development and constituting inexhaustible sources for original content production.

Tongguan County Media Convergence Center in Shaanxi Province has launched columns such as *Rural Revitalization in Tongguan* and *Toward Our Moderately Prosperous Life*, using in-depth news reporting to showcase local rural revitalization stories and social development experiences—an intellectual distillation of regional development approaches. These columns also introduce distinctive township development cases and prospects for future construction, fulfilling public discussion and decision-making consultation functions. Guanling County Media Convergence Center in Guizhou Province has established a grassroots correspondent system, with correspondents distributed across counties and townships promptly capturing grassroots dynamics and social conditions. The presentation and dissemination of local development processes and experiences represent the process of local knowledge production with Chinese-style modernization as the interpretation object. Microscopically, each center's interpretation constitutes distinctive practical knowledge; macroscopically, these grassroots interpretations form China's grand knowledge network for modernization development, continuously creating and upgrading practical and theoretical dimensions of socialist construction with Chinese characteristics—these represent the key significance and upgrading direction for county-level media content production.

2.2 Excavating and Promoting Local Cultural Values to Showcase Rich and Diverse Visions of Chinese-Style Modernization

Chinese-style modernization coordinates material and spiritual civilization, requiring advanced ideas and values to match rapid material development. The spiritual values suitable for socialism with Chinese characteristics derive from China's rich and diverse cultural traditions and intellectual lineages. Chinese civilization requires both inheritance through deep excavation and innovative development through contemporary value interpretation. As grassroots media, county-level convergence centers bear the historical mission of inheriting excellent local cultures and interpreting their contemporary values. They must not only comprehensively excavate and disseminate excellent local cultures but also embed local cultural thought into the Chinese-style modernization map, providing continuous intellectual momentum for China's spiritual civilization construction.

Local culture includes historical culture, material and intangible cultural heritage, red culture, and other forms. Xinyi City Media Convergence Center in Jiangsu Province has deeply explored local red culture, using intelligent technology to produce integrated works such as red VR maps and immersive situational party classes like *Always Follow the Party*. The center has also created special columns enabling youth to engage in cross-temporal dialogue with revolutionary predecessors through role-playing, allowing audiences to understand revolutionary spirit through contemporary voices—effectively combining red culture dissemination with contemporary value interpretation and achieving positive social impact.

2.3 Telling Stories of Social Conditions and People's Livelihoods to Showcase the Dynamic Vitality of Chinese-Style Modernization

The starting point and ultimate goal of Chinese-style modernization is fulfilling people's aspirations for a better life. Human development is both the purpose and the process, making Chinese-style modernization a dynamic process of people pursuing better lives under Party and government leadership. County-level media content should reach into neighborhoods and cover the entire nation, depicting vivid visions of Chinese-style modernization through stories of grassroots citizens pursuing better lives and demonstrating its dynamism and vitality.

County-level media convergence centers serve as recorders of people's production and life development. Luannan County Media Convergence Center in Hebei Province, in collaboration with the County Party Committee Propaganda Department, organized the "365 People's Story Assembly," encouraging citizens to share personal stories. Whether *The Village Party Secretary Racing Against Illness* or *The Most Beautiful Military Spouse, a Rose in Full Bloom*, these represent the most vivid life experiences of grassroots people. Wushan County Media Convergence Center in Gansu Province organized short video competitions like "My Poverty Alleviation Story" and selection activities for "Wushan's Finest

Youth in the New Era,” inspiring citizens to actively record and showcase their life stories—creating vivid folk development portraits.

These centers also serve as reflectors of social conditions and public opinion. People-centered development requires listening to public voices, considering citizens’ concerns, and addressing their urgent needs. Zhaohua District Media Convergence Center in Guangyuan City, Sichuan Province, relies on its “Shu Dao Zhaohua” App to establish people’ s livelihood columns, collecting social conditions and issues concerning the public, and collaborates with government departments to properly resolve citizen demands. This tightly integrates the center’ s work in reflecting social conditions with its social service functions, demonstrating the practical value of county-level media convergence centers in grassroots development.

3. Driving Organizational Operation Modernization Through Technical Logic Thinking

Digital technology has brought comprehensive and systematic transformation to the economy and society, representing the necessary path for county-level modernization [5]. With the development of AIGC, metaverse, big data, 5G, and other technologies, human society has entered an era of deep mediatization. Deep mediatization requires not only that social agents use technology for production and life but also that they possess technical thinking—employing thinking patterns compatible with technological logic for social practice. County-level media convergence centers are information technology hubs and actors at the county level. In the context of driving Chinese-style modernization through technology, practitioners must apply technical thinking to organizational operations to achieve comprehensive modernization of grassroots media development and information dissemination.

3.1 Connection Thinking: Integrating Communication Resources Through Platform Embedding

County-level media convergence centers bear the practical task of facilitating grassroots social modernization development. Although their service targets are primarily county-level grassroots populations, fulfilling functions of upward-downward communication, resource aggregation, and social services depends on expanding their communication influence. However, compared with central and provincial-level media institutions, most county-level centers lack adequate technical, human, and social resources, with those in remote central and western regions facing particularly obvious constraints. This necessitates establishing connection thinking to cleverly leverage strengths and compensate for weaknesses through vertical embedding or horizontal alliances among platforms, thereby maximizing communication effectiveness.

For regions with relatively weak media construction foundations, a “1+N” multi-layer architecture can integrate resources. The “1” refers to the provincial

media platform, while “N” represents various county-level convergence center platforms within the province. This “1+N” model connects provincial and county platforms, reducing technical development burdens on county-level centers while facilitating news information delivery and joint production. For example, Hubei Province has created a “1+N” model of “Yangtze River Cloud + Cloud-based Cities and Counties.” During a medical assistance live broadcast on Yangtze River Cloud, the content was simultaneously promoted to clients across various counties, with users from different districts providing assistance information and material support—demonstrating the powerful connecting function of the “1+N” model.

For economically developed regions with relatively solid media foundations, adjacent county-level convergence centers can establish close horizontal connections, sharing economic development information, jointly organizing regional social activities, and co-creating service upgrade pathways to maximize regional development vitality through multi-party collaboration.

3.2 Intelligent Thinking: Optimizing Production Processes Through Smart Technology

Marshall McLuhan once stated that any technology progressively creates a new human environment, not as a passive external packaging but as an active mechanism [6]. Artificial intelligence technology continuously updates human existence environments, with ChatGPT triggering multiple imaginations about future world development. As AIGC increasingly integrates into media content production, information dissemination patterns will further transform. For county-level media convergence centers, introducing the most advanced intelligent production technology cannot be accomplished overnight, but tracking cutting-edge intelligent communication technology and innovating production and operation modes with intelligent communication thinking is increasingly becoming a basic professional competency for practitioners in the information age.

Currently, domestic county-level media convergence centers are actively experimenting with using intelligent technology to drive production process reconstruction, during which the supporting role of provincial-level technology platforms is particularly crucial. With technical functions provided by provincial platforms, county-level centers can achieve stronger management capabilities in public opinion monitoring, communication analysis, popularity ranking, and performance assessment, while more conveniently gathering news clues, controlling production progress, and generating diverse content. In the future, based on support from provincial technology platforms, county-level centers can attempt diverse intelligent production cooperation with social institutions, such as creating characteristic cultural IPs, collaborating with technical institutions to launch virtual digital humans for promoting excellent local traditional culture, or jointly organizing large-scale social activities and public welfare communication campaigns with central and provincial-level media to expand intelligent production chains.

3.3 Fusion Thinking: Upgrading Operation Systems Through Mechanism Reform

Media convergence centers represent disruptive innovations to traditional media operation processes based on modern communication technology. Fusion involves not only front-end business reconstruction but also requires comprehensive updating of entire operation systems, with institutional mechanism reform being a persistent challenge in building county-level media convergence centers. Mechanism updates address not only business production transformation needs but also reflect the practical requirements of using fusion thinking to transform institutional operation ecosystems.

In the early stages of county-level media convergence center construction, many places experienced the problem of “two signs, one team” —continuing traditional media structures without reorganizing personnel and departments. This arrangement prevented smooth transition to converged media production logic, resulting in low production efficiency and difficulty cultivating all-media communication and management talent. Although various regions have actively explored institutional reforms, how to fundamentally stimulate development vitality through reform remains a subject requiring continuous research.

Institutional reform involves both organizational restructuring to make departmental architecture more suitable for converged production and incentive mechanisms to provide ecological support for talent retention and growth. County-level media convergence centers can seek experience from provincial and municipal media reforms. For example, after its establishment, Zhejiang Radio and Television Media Convergence Center canceled the departmental structure of its predecessor traditional media and established seven new departments according to functional nodes of media convergence communication. Simultaneously, the center established a normalized news reporting fusion communication command and dispatch mechanism, clarifying departmental basic functions and coordinating operation methods to construct a new news gathering, editing, and operation chain. Using this as a reference, county-level centers should focus on breaking departmental barriers and clarifying departmental functional scopes to make internal architecture more adaptable to production and operation activities in the convergence era.

4. Driving Grassroots Governance Modernization by Activating Public Participation

Modernization of grassroots governance is modernization with people’s interests as the fundamental purpose, while grassroots development modernization is modernization with people as the protagonists of practice. Communication technology progress has made media increasingly significant in organizing social forces to promote sustainable development [7]. County-level media convergence centers should activate public participation in public affairs and grassroots development, achieving organic unity of human development and social governance.

4.1 Mobilizing Civil Opinion Leader Forces to Assist Grassroots Governance Through Communication Participation

Civil opinion leaders are not only important network nodes for disseminating national discourse to the public but also represent social conditions and public opinion, exerting non-negligible influence on grassroots people's thoughts and behaviors. County-level media convergence centers should coordinate civil opinion leader forces in content production and activity organization, inviting them to participate in communication activities and leveraging their psychological proximity advantages with grassroots populations to effectively convey Party and state voices and dynamically grasp social conditions and public opinion, thereby guiding mass self-governance and enhancing grassroots governance effectiveness.

Rural areas typically constitute important components of county-level grassroots and the “final region in the last mile” of media communication. In recent years, with improved modern infrastructure and agricultural development in rural areas, many groups with urban living experience have returned to their hometowns for entrepreneurship, with “new agricultural practitioners” being the main representatives. These individuals, originally living or working in cities, voluntarily return to villages with internet thinking and ecological agriculture concepts to engage in entrepreneurship related to agricultural production and management [8]. New agricultural practitioners bring fresh vitality to county-level rural development and represent a dynamic force for high-quality rural development. County-level media convergence centers should recognize the communication potential of new agricultural practitioners, incorporating them into their own information dissemination and feedback chains to guide their influence on grassroots social development, thereby assisting grassroots populations in focusing on and discussing public issues through participatory communication and promoting grassroots social self-governance.

Furthermore, through effective content production and construction, county-level media convergence centers can provide more diverse approaches to grassroots governance. Fengtai District Media Convergence Center in Beijing has moved its existing “community press spokesperson” system online, empowering and upgrading spokesperson activities through live broadcasting and short videos, greatly enriching pathways for citizens to tell grassroots stories and disseminate mainstream values, making converged media a genuine bond in the community governance system and modernization of governance capabilities.

4.2 Innovating Public Service Digitalization to Enhance Grassroots Governance with New Approaches

To complete functional transformation, county-level media convergence centers must make their products and services vertical, scenario-based, 下沉化 (sunken), and intelligent [9]. Serving the masses and grassroots governance are two sides of the same coin—only by providing practical, efficient, and comprehensive ser-

vices to citizens can grassroots society achieve higher-level governance. Public services include government affairs, life services, cultural services, and other aspects. Service innovation depends not only on technological updates but also on transformations in public service work thinking.

Ningjin County in Shandong Province has promoted collaborative construction between county-level media convergence centers and new era civilization practice centers, combining media digital technology services with offline civilization practice services. Over one thousand volunteer service teams in the county are “stationed” on the “Smart Ningjin” mobile client, providing normalized service projects for the public. In some areas of the county, the Smart Ningjin client can schedule, monitor, disseminate, and evaluate volunteer service activities. This approach effectively avoids technical shortcomings in providing online digital services by adopting complementary online-offline and “two centers” approaches to deliver diversified social services to grassroots citizens.

Currently, an increasing number of county-level media convergence centers are cooperating with local new era civilization practice centers and volunteer service centers (the “three centers”), promoting coordinated development of local material and spiritual civilization through mutual integration. Since its establishment in 2016, Fenyi County in Jiangxi Province has relied on its “Huaping Fenyi” client to form a closed work loop where citizens “place orders,” the “three centers” “dispatch orders,” volunteers “receive orders,” and citizens “evaluate orders.” This collaborative work among the “three centers” has fully mobilized grassroots citizen forces, efficiently integrated digital technology with social services, and holds significant importance for enhancing grassroots social governance levels.

4.3 Integrating Grassroots Social Construction Resources to Promote Social Development Through Collaborative Means

County-level media convergence centers are information aggregation platforms capable of pooling various information and commercial resources to assist resource entities in achieving specific goals. Based on their credibility and professionalism, these centers can integrate grassroots social development resources to conduct e-commerce marketing, brand communication, social welfare activities, and other initiatives, becoming important actors in county development. Some county-level media convergence centers have gradually explored multi-party cooperation and collaborative development paths, achieving certain results.

The “Great Wall Alliance” is a media alliance jointly initiated by Anji News Group in Zhejiang Province and Zhengding County Media Convergence Center in Hebei Province, currently comprising hundreds of county-level media convergence center members. Anji News Group’s “You Shijie” App, website, and mini-programs extensively utilize blockchain technology to facilitate cooperation among different counties and are widely used within the alliance. As a co-construction and sharing platform, through the “You Shijie” online-offline system, various media convergence centers place local products under the plat-

form' s “Selected Specialties” section, enabling users to place orders directly, with the platform supporting e-commerce services like live streaming sales. Additionally, “You Shijie” enables sharing of tourism resources among alliance members. Members can edit and publish local characteristic attractions and related guides on the platform' s “Popular Attractions” and “Strategy Sharing” pages, with platform users receiving recommendations and guides from all regions, thereby boosting local tourism development. Through alliances and collaboration among county-level media convergence centers, commercial, tourism, and cultural resources can be efficiently aggregated, bringing benefits to social and economic development across regions.

Conclusion

Chinese-style modernization is modernization featuring common prosperity for all people. The quality of life and development level of grassroots county populations are key indicators for measuring the degree of Chinese-style modernization development. County-level media convergence centers serve as bridges connecting central and grassroots levels, intermediaries pooling multi-party development resources, and carriers recording grassroots modernization development. By firmly maintaining grassroots-oriented role positioning, these centers should continuously promote innovative content production, innovative technology application, and effective public mobilization to truly facilitate high-quality grassroots social development and contribute to advancing national construction toward the second centenary goal.

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