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Analysis of Operational Model Innovation for Traditional Print Media in the Converged Media Era: Postprint

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Abstract

In the era of integrated media, emerging media carried by internet platforms and mobile terminals have risen abruptly, effectively enhancing their competitive capabilities and rapidly seizing market share through the integration of resources, content, channels, and interests, thereby placing traditional print media in a passive position. Against this backdrop, how to achieve sustainable development goals through the reconstruction of operational models has become a pressing hot-button issue for the current print media industry to study. Print media must reflect upon and update their own operational models in response to the market environment, and adjust and innovate the content product production process as well as their own business models by combining the characteristics of the integrated media era with changes in user demands, in order to seek effective pathways for sustainable development. This paper provides a brief analysis of the challenges faced by traditional print media in the era of integrated media, and explores specific practical pathways for the innovation of traditional print media operational models from four dimensions: constructing a vertical landing channel system, perfecting the central kitchen operational model, establishing a diversified business development direction, and exploring intelligent media development strategies, with the aim of providing reference value for the innovation and sustainable development of print media in the integrated media era.

Full Text

Preamble

Title: Innovation Analysis of Traditional Print Media' s Operational Models in the Era of Integrated Media

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Abstract: In the era of integrated media, emerging media carried by internet platforms and mobile terminals have risen rapidly, enhancing their competitiveness and seizing market share through effective integration of resources, content, channels, and interests, thereby placing traditional print media in a passive position. Against this backdrop, how to achieve sustainable development goals through the reengineering of operational models has become a pressing research priority for the print media industry. Print media must reflect upon and update their operational models in response to market conditions, adjusting and innovating their content production processes and business models in accordance with the characteristics of the integrated media era and changing user demands, thereby seeking effective pathways for sustainable development. This paper briefly analyzes the challenges faced by traditional print media in the era of integrated media and explores specific practical pathways for operational model innovation across four dimensions: constructing a vertical landing channel system, improving the “central kitchen” operational model, establishing diversified business development directions, and exploring smart media development strategies, with the aim of providing reference value for the innovation and sustainable development of print media in the integrated media era.

Keywords: integrated media; emerging media; print media transformation; central kitchen; smart media communication

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The advent of the integrated media era has gradually weakened traditional print media. In recent years, print media such as *Songyuan Daily*, *Deyang Evening News*, and *Wandong Morning Post* have ceased publication, further demonstrating the impact of emerging media on traditional industries and intensifying the survival crisis for media outlets. However, simultaneously, organizations like *The Paper* and *Beijing News* have actively sought transformation and development pathways based on media convergence trends, focusing on innovation strategies at the content, channel, and operational levels to promote the deepening of media convergence practices and facilitate print media transformation goals [3].

2. Specific Practical Pathways for Supporting Print Media Transformation Through Operational Model Innovation

Systematic innovation is essential for print media to successfully break through difficulties and achieve integrated media transformation goals. By focusing on operational models as the starting point for innovative strategy design, traditional print media can retain their inherent advantages while providing impor-

tant reference value for smooth transformation and sustainable development.

2.1 Constructing a Vertical Landing Channel System and Deepening Institutional Transformation

Under the guidance of media convergence concepts, China's print media industry has successively established integrated media centers internally, actively adapting to the new normal brought by changes in the industry ecosystem. This involves transforming traditional departmental frameworks organized by news sections and deepening internal institutional and mechanism reforms. To achieve standardized management of integrated media centers, it is necessary to align with existing content production processes, accommodate new requirements from industry development trends and market-oriented operational models, and promote the transformation and updating of organizational structures. Information collection, distribution, operation, technology, and management departments should be integrated within the integrated media center, relying on a unified management model to organize and implement important news activities, business operations, and commercial activities. This approach breaks down the previous situation of independent operation and separation among internal departments, eliminates redundant links between content products and audience terminals, and truly promotes the vertical landing of content products to better integrate end users and enhance service quality and value.

Constructing a vertical landing system to achieve effective integration with internet platforms creates prerequisite guarantees for operational model innovation in print media. Based on this foundation, focusing on service system construction for program design provides reference ideas for operational model innovation. For example, referencing the "industry-company" operational model of Xiaoshan Daily, print media can establish new marketing models for content products based on internet business formats and media convergence thinking. By integrating different media such as internet platforms and mobile terminals to form a linkage matrix, and utilizing big data analysis and search engines to capture hot information, print media can dynamically collect user feedback on different information types to formulate targeted topic selection and product placement strategies. This lays the foundation for the precise landing of related projects and advertising product placement, better cultivates loyal user groups, increases revenue and benefits, and extends industrial chains by opening up development pathways through high-quality and efficient services [4].

2.2 Improving the "Central Kitchen" Operational Model and Reconstructing Internal Organizational Frameworks

The "central kitchen" represents a typical guiding model for integrated media platform operations, primarily referring to the interactive integration of various media resources within an organization for information collection, processing, and production to generate content products that meet the dissemination

needs of different media. This model enhances content product reproduction efficiency and quality through standardized operational processes and achieves win-win goals through resource integration and utilization. Specifically, with the core objective of constructing an all-media operational system, print media should reset their original production processes and organizational structures, using the integrated media center as a “central control room” to design content dissemination hierarchies. Starting from the news information collection end, a diversified content product processing and dissemination mechanism should be established to ensure that information and news are released to various media platforms at the first moment, thereby improving dissemination efficiency.

During the process of improving the “central kitchen” operational model, the following issues must be properly addressed: First, clearly distinguish between content homogenization and information sharing, grasp the focus of content product innovation, and enhance product competitiveness. Second, integrate technological advantages and always adhere to an audience-demand-oriented approach when constructing new organizational structures such as “big editorial departments” and “digital editing centers” to satisfy audience information acquisition needs. Third, summarize failure experiences and promote continuous innovation in work concepts and professional skills among print media editors, relying on talent advantages to maintain the long-term operation of the “central kitchen” model and support industry transformation.

In terms of editorial model design, a three-dimensional, matrix-based news information collection and editing structure should be established to achieve rolling releases of news information across all-media clusters, always adhering to a product-centric approach for adjusting editorial processes. In business strategy design, print media should face the media market to sort out development trends and competitiveness growth points, changing the original news release model dominated by information collection and layout marketing. By integrating business models such as newspapers, internet platforms, WeChat official accounts, Weibo, Douyin official accounts, and member clubs, a new all-media operational model for content products should be created. In job function planning, new positions such as Chief Content Officer, Duty Editor-in-Chief, Information Integration Specialist, and Information Specialist should be established for duty editors, editorial board members, chief editors, and media editors respectively, promoting functional transformation among traditional print media journalists and editors. This changes the traditional model of single-position operation and single-media combat, establishes a composite talent team through an all-media matrix, and transforms previous content products represented by text manuscripts + images into new product forms integrating text, images, and video resources. Furthermore, facing the fragmented reading habits of audiences, content products such as “one-sentence news” and “grassroots short videos” should be launched to better enrich content product forms and enhance competitiveness.

2.3 Establishing Diversified Business Development Directions and Broadening Convergence Development Pathways

2.3.1 Implementing Overall Layout

Analyzing the operational foundation of diversified business models from a holistic perspective requires traditional print media to adjust their strategic layout according to external market development situations and their own business conditions, clarifying goal orientations that align with their transformation and development. Common layout forms include the following three types: The first involves improving and extending the original layout, using the authoritative position of traditional print media within the industry as a foundation to extend the strategic layout to new media business areas. This avoids radical overall reforms and instead promotes gradual improvement and innovation of business structures in a layered and progressive manner, thereby maintaining the core influence of mainstream media while enhancing the scalability of operational models to lay a foundation for subsequent smooth transformation. The second is a new media-driven model that injects development vitality, suitable for the mid-transition stage of print media transformation. Drawing on the successful reform experience of People's Daily, this model introduces new media channels and platforms to transform news information dissemination methods, conducting synchronous exploration around content production and information dissemination to expand print media's dissemination effects and influence, further assisting print media in completing stage-specific transformation tasks. The third involves introducing the all-media concept at the mature stage of print media transformation to thoroughly transform traditional operational models, drawing on the "news supermarket" construction achievements of Zhengzhou Newspaper Group. This approach integrates resources, technology, channels, and talent to establish an all-media communication platform, improves hardware infrastructure for news dissemination, and creates a content dissemination matrix using self-developed clients, WeChat official accounts, and cooperative media platforms to form public opinion momentum in the network environment, better enhancing content product dissemination effects and readership to achieve convergence transformation goals [5].

2.3.2 Innovating Business Models

In the innovative design of content product business models, print media can implement the following four models: The first is the "borrowing boat" model, which requires print media to establish cooperative relationships with third-party platforms. By utilizing the dissemination channels provided by these platforms, print media can push their content products more accurately and conveniently to user terminals, expanding their dissemination influence and attractiveness while leveraging resource utilization value [6]. The second is the "building boat" model, which draws on the operational experience of other platforms to conduct independent research, development, and operation of third-party applications. Through models such as Apps, web browsers, and clients, print carriers are

digitally presented to maximally retain the core and authority of print media, providing users with more convenient and high-quality services. The third is the “buying boat” model, applicable when print media possess certain market influence and comprehensive strength. This model employs business methods such as acquisition and merger to expand operational scale, thereby enriching and expanding resources. By integrating content modules such as entertainment sections and community sections to further enrich platform content, print media can expand their business scope at the lowest cost to help overcome operational difficulties. The fourth is the “selling boat” model, which involves innovative exploration of operational media business types, focusing on proposing effective solutions for the integration mechanism between old and new media to effectively deepen the convergence mechanism and enhance print media’ s operational capabilities.

2.3.3 Exploring Transformation Pathways

First, print media should firmly adhere to a user-centric philosophy when exploring integrated transformation pathways, focusing on designing content dissemination systems based on user needs and feedback results to ensure the essential nature of news media remains unchanged and provide users with high-quality services such as smart life services. Second, print media should elevate their ideological stance, firmly uphold the leadership of the Communist Party of China, strictly control public opinion review checkpoints, enhance political sensitivity, and clarify their inherent advantages over new media in disseminating relevant government affairs information. They should attempt to launch new products such as smart government affairs to optimize news dissemination effects [7]. Third, print media should systematically plan market development orientations, recognizing their disadvantages compared to new media in terms of information dissemination speed and scope. They should pay attention to market development situations and hot issues of concern, ensuring that operational model innovation cultivates loyal customer groups and broadens existing profit channels to enhance operational benefits. Next, print media should conduct comprehensive research in capital markets, summarizing development patterns and basic rules to ensure they broaden their development dimensions without violating rules, promoting organizational structure and operational mechanism reforms to achieve media transformation goals. Finally, print media should strengthen the integration of content and technology, using content product quality improvement as the foothold to analyze the advantageous characteristics of traditional and emerging media. They should retain the innate advantages of print media such as high-quality content, professional experience, brand effects, and authoritative influence while drawing on the technological advantages of emerging media. By introducing new technologies such as 5G and short video livestreaming to enrich product presentation forms, print media can better broaden the development space for integrated media and enhance the operational effectiveness of diversified business models.

2.4 Driving Smart Media Development Through AI Integration and Innovation

Supported by policies and capital, artificial intelligence is leading profound changes across multiple industries. Its application in the media and information industry can further optimize user experiences, enrich content products, and enhance operational effectiveness, providing reliable technical support for smart media transformation. Against the backdrop of the comprehensive arrival of the smart media era, traditional print media should implement integrated construction of processes such as collection, editing, production, distribution, and issuance. They should focus on achieving full coverage of dissemination scope across dimensions such as cross-media, multi-platform, and multi-terminal, realize comprehensive media information intervention across network, data, and application ends, and establish an integrated operational structure of platforms, media, and users with smart media as the goal. This drives print media to form mature operational and development models during transformation, better promoting the deepening development of media convergence trends [8].

First, from the media content perspective, print media can introduce advanced technological means such as AI and XR into content product production, implementing integrated construction of collection, editing, creation, distribution, and dissemination. Coverage should gradually transition from central media to provincial, municipal, and county levels, ultimately reaching communities and user groups to create a diversified media ecosystem and content dissemination pattern. In terms of content product form design, innovative expression of existing information and videos should be based on iterative nesting models to provide audiences with fresher viewing experiences, driving print media transformation from integrated media to all-media. Second, from the technical support perspective, advanced technologies represented by 5G and 4K/8K have been comprehensively applied to news collection and editing, and audiences' dependence on mobile information reception methods has gradually increased. Under the integrated media vision, users have developed more personalized information acquisition needs. Therefore, based on smart media development concepts, intelligent algorithms and big data technologies should be introduced to design content distribution mechanisms. Using the "AI + media" form to create integrated media products, user browsing habits across different media platforms should be analyzed for keyword extraction and personalized content push, complemented by characteristic forms such as short videos and Vlogs to provide high-quality services for younger generations of users. Finally, from the resource channel construction perspective, improvements to existing hardware equipment support are needed, and new content element production mechanisms such as robot broadcasting and media brain centers should be innovatively introduced. Services such as information automatic cleaning and classification and sensitive word database filtering should be promoted to better enhance content production efficiency.

3. Conclusion

Overall, current media convergence has entered a “deep water zone” where challenges must be overcome. Traditional print media should fully utilize their advantageous characteristics of professionalism, credibility, professionalism, and authority, focusing on different dimensions such as structure, framework, and production to explore effective innovation measures. By adopting innovative strategies such as constructing comprehensive channel systems, improving the “central kitchen” operational model, forming diversified business patterns, and achieving transformation from print media to smart media, traditional print media can further promote their transition and transformation toward all-media directions, expand their market competitiveness and dissemination influence, and provide valuable references for operational model innovation among relevant industry practitioners.

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Note: Figure translations are in progress. See original paper for figures.

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