

A Postprint Analysis of Traditional Media's Transformation to All-Media in the Internet Age

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Abstract

In the Internet era, the continuous advancement of new media and network technologies has severely impacted traditional media, placing it in an increasingly precarious position. Under such circumstances, all facets of traditional media—including production, content selection, and user engagement—face substantial challenges. Traditional media must adopt a proper perspective on industry development and progressively transition toward all-media integration. Consequently, traditional media in the Internet era must seize developmental opportunities, comprehensively utilize multiple approaches, organically integrate its distinctive characteristics and advantageous resources, successfully navigate the path of all-media transformation, align with the developmental trends of the times, keep pace with the era, and continuously adapt to the new landscape of media development.

Full Text

1. Problem Analysis of Traditional Media's All-Media Transformation in the Internet Era

1.1 Low Awareness of Media Convergence

In the current stage, the continuous progress and development of new media have dramatically transformed media communication patterns. The traditional single-channel dissemination model has shifted toward diversified approaches. In the internet era, most audiences, especially younger demographics, have increasingly relied on new media for information acquisition. However, many television station staff members currently lack strong awareness of media convergence and fail to actively pursue integration initiatives. Numerous employees are deficient in new media operation and integration experience. For some middle-level managers, prolonged engagement in traditional news reporting has resulted in severe inadequacy of practical new media experience, hindering robust promotion of

the all-media transformation. Frontline editors and reporters particularly suffer from weak all-media consciousness, leading to underutilization of collected news materials. Insufficient secondary development of news content, coupled with journalists' failure to understand platform characteristics, results in homogeneous content across platforms. For important news stories, the "mobile-first" principle is inadequately implemented, leading to low readership, click-through rates, and interaction levels [1].

1.2 Limited Revenue Generation Capacity

For most radio and television stations, traditional advertising revenue constitutes the primary income source. In recent years, the rise of new media platforms and video websites has attracted substantial advertising investment, intensifying market competition and causing significant declines in advertising revenue for some television stations, thereby severely impeding their development. The extremely limited advertising income is primarily allocated to daily operations and staff salaries, leaving insufficient funds for all-media transformation initiatives. Concurrently, television stations exhibit low revenue generation capabilities across multiple dimensions, with slow technological equipment updates and inadequate new media infrastructure. Consequently, capital shortage poses a major obstacle to all-media transformation [2].

1.3 Lack of Composite Talent

Most television station employees have long careers in traditional media, resulting in serious deficiencies in new media awareness and operational experience. From a talent structure perspective, the majority of staff majored in journalism or Chinese literature, lacking talent in finance and management, making it difficult to meet new media transformation demands. Particularly scarce are skilled professionals possessing both management and operational knowledge. Furthermore, during the transformation process, many employees lack relevant experience while large-scale replacement remains unfeasible, creating substantial adverse effects. Due to low revenue generation capacity and limited influence, some television stations struggle to attract composite talent with competitive compensation packages. Compounding this challenge, the special institutional nature of television stations as public institutions results in rigid and outdated talent recruitment mechanisms. Even when talent is recruited, the stations fail to resolve permanent position issues or provide attractive salaries, ultimately causing difficulties in both retaining and recruiting talent [3].

1.4 Backward Reward and Punishment Systems

One crucial function of television stations is serving as the mouthpiece of Party committees and governments, giving them distinct political attributes. However, relatively weak industrial functions and market economy attributes lead to narrow operational approaches. Outdated management systems cannot satisfy new media development requirements, nor can they produce programs that

align with contemporary trends and public preferences. The lack of quality programming ultimately results in audience loss, which in turn substantially reduces media revenue generation capacity. During all-media transformation, some television stations lack comprehensive reward, punishment, and evaluation mechanisms, continuing to apply traditional evaluation methods that mistakenly prioritize click-through and viewership ratings as assessment standards. This approach fails to identify specific program issues and neglects media dissemination power and influence. The imperfect evaluation mechanism leads to an unsound reward and punishment system, subsequently reducing employee motivation. Most staff lack strong innovation consciousness, which is detrimental to successful all-media transformation [4].

1.5 Neglect of Audience Groups

Currently, some television stations demonstrate insufficient attention to audience groups, failing to conduct thorough and comprehensive understanding and analysis of the audience market. Without basic audience data and information, television program creation and new media product development cannot satisfy public demands, gain public recognition, or generate sufficient appeal, ultimately reducing program influence and dissemination power. This failure to understand audience preferences and interests prevents the creation of audience-favored products, ultimately hindering the improvement of influence and dissemination capacity [5].

2. Strategies for Traditional Media' s All-Media Transformation in the Internet Era

The path toward all-media transformation for traditional media in the internet era is not entirely smooth, inevitably encountering numerous deficiencies and challenges. Therefore, it is essential to seize all-media transformation opportunities, fully utilize all-media characteristics, continuously adapt to new media communication patterns, and organically integrate advantageous resources to facilitate successful transformation.

2.1 Establishing All-Media Concepts

In the internet era, media workers must establish all-media news production concepts to achieve the goal of “collecting once, distributing multiple times.” This requires television stations to reform and optimize traditional news production models, innovating content production, fabrication, and distribution processes. The internet era places greater emphasis on the relationship between news and users, necessitating the establishment of new news product concepts. Optimization should focus on several aspects: First, improving content collection workflows. Although major television stations can currently collaborate in news production, human resource waste still occurs. Under these circumstances, it is necessary to continuously improve and optimize the content collection chain.

The content collection chain functions like a professional production line, where each staff member fulfills their duties at their respective positions. In news collection work, directive-based division of labor can be achieved, effectively conserving human resources while substantially improving economic efficiency. Second, conducting multi-angle, comprehensive development of news materials collected by journalists based on different platforms' actual conditions. During all-media production, although journalists have secondarily processed collected news and distributed it on WeChat and short-video platforms, they have failed to conduct differentiated development according to different platform characteristics. This results in homogeneous content across platforms, leading to relatively low click-through rates, readership, and interaction levels. Moreover, all-media news production involves numerous platforms, each with distinct features. Therefore, in news production, development must be based on platforms' dissemination and media characteristics, with news materials developed from multiple angles and dimensions. Only in this way can the high quality of each media platform be highlighted. More importantly, news materials must be developed at multiple levels according to audience group characteristics and diverse needs, promoting the formation of differently formatted content products with varying content, ultimately achieving continuous content value addition [7].

2.2 Expanding Profit Paths

The current media convergence receives substantial state support, aiming to better disseminate mainstream ideology, firmly secure the position of public opinion, and control the main battlefield of discourse. The goal of traditional media's shift to all-media is to continuously adapt to all-media development trends, change the current severe situation, and resolve numerous crises. Thus, traditional media must properly handle two relationships: that of mainstream media and its own survival. It must not only fulfill its role as the Party and people's mouthpiece but also continuously expand profit paths. The traditional reliance on advertising revenue must be changed, actively seeking new economic growth points to promote continuous improvement of revenue generation capacity. New media platforms should be fully utilized to vigorously expand revenue streams from various live broadcasts and offline activities. For example, Zhejiang Satellite TV effectively combines and utilizes its advantageous resources, establishing cooperative relationships with governments, companies, and commercial media through joint operation models to attract social capital. By hosting various competitions and major events and fully exploiting local tourism resources, the station obtains financial support from government and enterprises. In recent years, Zhejiang Satellite TV has jointly organized multiple live broadcast activities with various localities, expanding its influence while receiving financial assistance from enterprises and governments. Additionally, Zhejiang Satellite TV actively utilizes national policies supporting the cultural industry to vigorously develop cultural and creative projects, produce large-scale government promotional videos, construct county- and municipal-level converged media platforms, and secure government funding support, thereby obtaining

certain economic benefits from relevant projects and continuously improving its revenue generation capacity [8].

2.3 Strengthening Talent Introduction and Cultivation

Talent constitutes the core and key to successful media transformation while also providing support and guarantee for media competitiveness. In recent years, major media organizations have actively trained and introduced various talents to achieve successful transformation. Taking Jiangsu Satellite TV as an example, due to its significant domestic influence, the station has conducted all-media training for all personnel to ensure successful transformation. Training focuses on two aspects: hierarchical training and all-capability training. Hierarchical training fully considers the different cognitive and acceptance capabilities of new and senior employees, enabling staff to maximize their individual advantages and potential. Young employees possess strong learning and acceptance abilities and frequently engage with new media; therefore, training focuses on operations and practical implementation, continuously integrating new media thinking into their learning process, enabling them to push and develop collected news in their daily work within platform operations, thereby contributing to all-media transformation [9]. Senior employees' training emphasizes basic all-media knowledge, further advancing them into specific new media businesses and increasing training frequency to enable comprehensive understanding and mastery of new media skills. Frontline editors and reporters constitute the main training group for all-capability training, which aims to enable them to better apply new media equipment and software while developing media reporting thinking. The training cultivates editors' and reporters' multi-faceted capabilities, enabling them to report all-media news and operate multiple platforms. Simultaneously, it continuously strengthens employees' all-media teamwork consciousness—in daily work, they must not only fulfill their own duties but also actively cooperate with other personnel, cultivating them into composite talents who can well adapt to all-media development demands. Beyond this, it is essential to actively introduce relevant professional talent, particularly composite talent possessing operational and management knowledge and skills, requiring flexible approaches during talent introduction. Regarding compensation, market-based principles should be adopted for salary payment, abandoning traditional assessment mechanisms [10]. New personnel relationships should be placed in television stations' subsidiary companies, with salaries based on market-oriented operations and participation in the station's media convergence. This facilitates placing newly introduced outstanding talent in key positions for all-media transformation, enabling them to fully realize their value and role and achieve the goal of leading the entire station's all-media transformation. Finally, talent introduction and cultivation efforts must be intensified. The all-media transformation process inevitably requires introducing advanced equipment and technology, which necessitates substantial talent support and guarantee. Only by conducting talent introduction and training work well in the early stages can a foundation be laid for all-media transformation development [11].

2.4 Improving Assessment and Evaluation Mechanisms

To enhance employee motivation and innovation consciousness, it is necessary to improve existing assessment and evaluation mechanisms. Evaluation standards should not rely solely on viewership ratings and audience satisfaction; instead, assessment criteria suitable for current new media communication patterns must be adopted. This is particularly crucial for editors and reporters, whose assessment should not be limited to the quantity of edited manuscripts but should also include images and videos on new media platforms. The scoring should emphasize edited manuscript quantity, click-through rates, readership, and interaction levels, with appropriate rewards given based on corresponding indicators to enhance work enthusiasm and initiative, encouraging voluntary participation in new media innovation [12]. Furthermore, new media operation authority should be delegated, opening operational rights to all station personnel and providing strong support and encouragement for those freely establishing studios to continuously plan and create new media products, cultivating all staff's new media concepts to achieve all-media transformation goals. Television stations should also organize various new media-related activities, such as creative new media competitions, new media product design contests, and new media skills competitions, establishing prize money to enhance employee participation enthusiasm.

2.5 Conducting Comprehensive Audience Analysis

Media influence is largely affected by dissemination effectiveness. Without audience group attention, ideal dissemination effects cannot be achieved. In the current era where everyone is a communicator, it is necessary to actively transform traditional thinking concepts, fully understand audience thoughts, and retain audiences. Therefore, conducting comprehensive audience analysis is crucial during traditional media transformation. Researching and investigating audience groups is significant—it enables understanding of audience preferences and media contact habits while also allowing grasp of the media organization's own production situation. Moreover, it facilitates active conceptual transformation, conducting product production from a user-demand perspective to attract user attention and fully retain users. Taking Zhejiang Satellite TV as an example, television stations can establish cooperative relationships with professional data analysis companies to research and analyze audience hobbies, occupations, and age demographics. Fully utilizing this data enables understanding and mastery of audience media contact habits and subscription information preferences, thereby enabling targeted information pushing. For instance, Zhejiang Satellite TV's cooperation with Nielsen Data Company allows accurate advertising placement through television audience analysis. Additionally, strengthened cooperation with companies like Kuaishou, Douyin, and Toutiao facilitates analysis of its own new media platform users, enabling grasp of audience group demands and creation of audience-favored media products. Through comprehensive audience analysis and understanding, television stations can enhance their influence

and dissemination power [13].

Conclusion

In summary, traditional media gradually adapting to and integrating into the all-media era represents its inevitable future development trend. In the internet era, traditional media must proceed from its actual circumstances, form new key orientations and methodologies, continuously improve and optimize its own mechanisms and systems, and on this basis, actively integrate advantageous resources and integrated technologies to enhance traditional media's communication capacity. This approach satisfies fragmented audience demands, strengthens interactive experiences, consolidates and expands the influence of traditional media as mainstream media, enables traditional media to better meet all-media era requirements, and promotes successful transformation.

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

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