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Research Report on Innovative Pathways for Media Convergence in Fujian Province in the New Era (Postprint)

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Abstract

Since the 18th National Congress of the Communist Party of China, the Party Central Committee with Comrade Xi Jinping at its core has attached great importance to media publicity work, and has repeatedly put forward a series of profound elaborations and major strategic deployments on advancing media convergence and in-depth development. In recent years, Fujian Province has adhered to prioritizing reform and innovation, positioned itself within the broader context of the Party's ideological and publicity work and the overarching trends of the new media era, actively engaged in the practice of media convergence development, taken solid steps in promoting the construction of an all-media landscape, and achieved a series of historic accomplishments, with the communication capacity, credibility, guiding power, and influence of mainstream media continuing to strengthen. This article takes media convergence cases in Fujian Province as samples, builds upon the convergence experiences of multiple media organizations nationwide, deeply summarizes the practical experiences and innovative pathways of current media convergence in China, thereby better serving the national communication strategy and promoting high-quality development of deep integration among domestic mainstream media.

Full Text

Preamble

Research Report on Innovative Pathways for Media Convergence in Fujian Province in the New Era

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Abstract: Since the 18th National Congress of the Communist Party of China, the Party Central Committee with Comrade Xi Jinping at its core has attached

great importance to media publicity work, issuing a series of profound expositions and making major strategic deployments to advance media convergence and in-depth development. In recent years, Fujian Province has adhered to reform and innovation as its priority, grounded itself in the broader context of the Party's publicity and ideological work and the trends of the new media era, and actively engaged in media convergence development practices. The province has taken solid steps toward building an all-media framework and achieved a series of historic accomplishments, with mainstream media's communication power, credibility, guidance, and influence continuing to strengthen. This paper takes Fujian's media convergence cases as samples, draws upon the convergence experiences of multiple media organizations nationwide, and provides an in-depth summary of current media convergence practices and innovative pathways in China, thereby better serving the national communication strategy and promoting high-quality development through deep integration of domestic mainstream media.

Keywords: media convergence; media publicity; in-depth development; Fujian; innovative pathways

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1. Evolution of National Policies on Media Deep Convergence in China

The rapid development of the internet has brought unprecedented transformation to traditional media, with the media ecosystem undergoing a new round of cross-integration. Promoting the integrated development of traditional and emerging media represents a major task deployed by the Party Central Committee since the 18th National Congress. To this end, the Party Central Committee with Comrade Xi Jinping at its core has repeatedly deployed new media development frameworks, offering important expositions on the status quo, opportunities, and challenges of media convergence, thereby providing policy support and guiding frameworks for media convergence development in the new era.

On August 19, 2013, at the National Conference on Propaganda and Ideological Work, General Secretary Xi Jinping put forward his views on publicity and ideological work, emphasizing that innovation should focus on concepts, methods, and grassroots work. The key was to fully apply new technologies to innovate media communication methods, enabling mainstream media to occupy the commanding heights of information dissemination. This marked the initial guiding

framework for China' s media convergence development.

On August 18, 2014, the fourth meeting of the Central Leading Group for Comprehensively Deepening Reform reviewed and adopted the “Guiding Opinions on Promoting Media Convergence Development.” The Opinions stated that promoting the integrated development of traditional and emerging media must first follow the laws of news communication and the evolution of emerging media, establish mobile internet thinking, and adhere to complementary advantages and collaborative development in resource allocation between old and new media. Second, it must be supported by advanced technology to enhance the advantages of the all-media matrix, promoting deep integration of traditional and emerging media in content, channels, platforms, operations, management, and industry, ultimately building several new-type mainstream media groups with strong credibility, communication power, and influence. Since then, media convergence development planning has officially become a national strategic objective.

On December 25, 2015, during his inspection of the PLA Daily, General Secretary Xi Jinping emphasized that the media communication landscape, public opinion ecology, and audience demographics were undergoing historic changes in the “Internet Plus” domain. In publicity work, it is essential to follow a reader-centered reporting philosophy— “where the readers are, there the audience is” —while deeply studying modern news communication laws and emerging media development laws to promote the integration and sharing of various media resources in “information content, technology application, platform terminals, and talent teams.” These emphases provided further guiding opinions for news media in reporting orientation, communication thinking, content creation, technical services, and talent cultivation.

On February 19, 2016, during his inspection of Xinhua News Agency, People' s Daily, and China Central Television, General Secretary Xi Jinping, addressing the current era' s audience segmentation and differentiation, proposed that the key factor in convergence development lies in the character “融” (integration). The goal was to quickly transition from “addition” to “integration,” transforming from “you are you, I am me” to “you have me, I have you” and ultimately “you are me, I am you.” These important expositions provided further guidance and specific requirements for media convergence development effectiveness. In December of the same year, the National Radio and Television Administration compiled the “Technical White Paper on Converged Media Platform Construction for Television Stations” and “Technical White Paper on Converged Media Platform Construction for Radio Stations,” further guiding and standardizing the construction of converged media production and broadcasting platforms for radio and television stations across China.

In December 2017, to further accelerate the implementation of the integrated development layout between traditional and emerging media, and to provide technical guidance and standardization for the construction of converged media interactive platforms for radio and television stations, the National Radio and

Television Administration led the compilation of the “Technical White Paper on Converged Media Interactive Technology Platforms for Radio and Television Stations.” This established top-level design and technical regulations for media convergence at the national radio and television policy level.

In August 2018, at the National Conference on Propaganda and Ideological Work, General Secretary Xi Jinping once again emphasized the importance of public opinion guidance: “We must correctly grasp the direction of public opinion and propaganda for the Party and the state, continuously enhance the communication power, guidance power, credibility, and influence of mainstream media news and public opinion, consolidate and strengthen mainstream ideological public opinion, actively respond to issues of urgent concern to the people, and let the Party’s governance philosophy ‘fly into ordinary people’s homes.’” He also stressed the need to effectively grasp the construction progress of county-level media convergence centers to better guide and serve the masses. These important speeches provided fundamental guidance for the Party’s news and public opinion work and requirements for county-level media convergence center construction.

On January 25, 2019, during the 12th collective study session of the Political Bureau of the CPC Central Committee, General Secretary Xi Jinping delivered the important “1.25 Speech,” profoundly clarifying the development 思路 for China’s media deep convergence: “Adhere to integrated development orientation, achieve effective integration of various media resources and production factors through process optimization and platform reconstruction, and realize the integration and interconnection of information content, technology application, platform terminals, and management means.” [1] The “1.25 Speech” accurately grasped the laws of news communication and convergence development trends from an era height and technical depth, pointing out the forward direction and specific means for accelerating the construction of an all-media communication pattern and promoting the in-depth development of mainstream media convergence.

On September 26, 2020, the General Office of the CPC Central Committee and the General Office of the State Council jointly issued the “Opinions on Accelerating the In-Depth Development of Media Convergence” (hereinafter referred to as the Opinions). The Opinions particularly emphasized the requirements for applied technology and supporting policies in China’s current media deep convergence: First, it should be driven and led by advanced technologies such as 5G, big data, artificial intelligence, cloud computing, Internet of Things, and blockchain, strengthening the application of intelligent communication technology in the field of news communication. Second, party committees and governments at all levels should provide assistance in financial guarantee and policy support regarding the introduction of core technologies and the cultivation of all-media talents, fully supporting the in-depth development of mainstream media convergence. The issuance of the Opinions provided reference opinions on how to promote the high-quality development of China’s mainstream media

and solve major technical challenges and practical problems currently faced in news communication.

On November 3, 2020, the “Proposal of the CPC Central Committee on Formulating the 14th Five-Year Plan for National Economic and Social Development and the Long-Range Objectives Through the Year 2035” reviewed and released at the Fifth Plenary Session of the 19th CPC Central Committee further proposed: “Promote media deep convergence, implement all-media communication projects, strengthen new-type mainstream media, build and make good use of county-level media convergence centers; promote integrated construction of urban and rural public cultural service systems, innovatively implement cultural benefit projects, extensively carry out mass cultural activities, and promote digital construction of public culture.” [2] This demonstrates that in the next five years and beyond, the central government’s requirements and standards for county-level media convergence center construction have become more explicit and firm.

On November 26, 2020, the “Opinions on Accelerating the In-Depth Development of Radio and Television Media Convergence” specially issued by the National Radio and Television Administration stated: In the next 1-2 years, optimize resource allocation, vigorously build new-type communication platforms, improve the all-media communication pattern, collaboratively promote the construction of converged media centers, and shape well-known all-media brands. Within 2-3 years, achieve substantive breakthroughs in key media fields and critical convergence links to better meet the people’s new needs for spiritual and cultural life and continuously improve the level of basic public cultural information services.

Facing the new era, particularly the inaugural year of the “14th Five-Year Plan,” China’s media convergence continues to advance toward in-depth development, with the all-media development model in the radio and television industry increasingly taking shape. Newspapers, radio, magazines, television, news agencies, internet media, central-level mainstream media, provincial and municipal media, and local media have all competed to develop according to their respective positioning. They have conducted extensive exploration and practice in institutional mechanisms, content innovation, process management, and talent technology, building new media communication matrices represented by websites, client applications, Weibo, WeChat, official accounts, Douyin, and Kuaishou. They have integrated different media communication methods and approaches, flexibly employing converged reporting technologies such as text, images, audio and video, live streaming, animation, H5, and VR to create a series of new media interactive products. Overall, China’s media convergence has formed certain scales and advantages in platform construction, content operation, terminal applications, diversified services, and cross-network cooperation, with a “four all-media” integrated communication system basically established.

2. Typical Cases of Central, Provincial, and County-Level Media Convergence

Currently, media convergence development has entered a critical deep-water zone where challenges must be overcome. How to promote institutional and mechanism innovation in convergence models and drive high-quality development of domestic mainstream media has become a major topic in academic and industry circles in recent years. Through investigating cases and convergence experiences of central-level, domestic provincial and municipal, and district and county-level media convergence construction, this paper provides the following summary and analysis.

2.1 Central-Level Media Convergence Experiences

In recent years, central-level mainstream media such as China Media Group, People's Daily, Xinhua News Agency, and Guangming Daily have actively implemented General Secretary Xi Jinping's important expositions on news and public opinion work and his important instructions on "accelerating the integrated development of traditional and emerging media." Through a series of major measures including policy-driven initiatives, resource aggregation, technology empowerment, and mechanism innovation, they have reshaped the converged communication ecology, achieved optimization and upgrading of content products, and built a modern communication system covering multiple product forms and meeting diverse user needs. For example, Xinhua News Agency has placed special emphasis on applying cutting-edge media technologies in the news business field, substantially integrating advanced technological means by establishing drone news reporting teams, AI production and communication systems, and media creative workshops to break the boundaries of news convergence. By establishing the "First Studio," it has concentrated the entire agency's resources to interpret and report on General Secretary Xi Jinping's expositions on socialism with Chinese characteristics, launching a batch of "screen-dominating works" with over 100 million views, such as "Six Things Xi Jinping Cares About," "How Xi Jinping Leads a Major Country's Opening Up," "Navigator," "New Life in Liangjiahe," and "Oath," powerfully promoting the dissemination of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era both domestically and internationally. People's Daily has actively innovated reporting methods, created a lively style, and accelerated terminal platform construction. Through nearly five years of practice transitioning from "addition" to "integration," it has transformed from a single newspaper into an all-media "People's Media Matrix," becoming a media matrix with more than 10 carriers including newspapers, periodicals, websites, terminals, micro-platforms, and screens, reaching a comprehensive audience of over 900 million. [3] China Media Group, based on all-media era characteristics, has promoted "all-media" reform through mechanism innovation, continuously deepening the strategy of "mobile priority, equal emphasis on TV and internet, internet before TV," and implementing new paths and models for integrated development between traditional and emerging

media, radio/TV and intelligent media, domestic and foreign publicity, and public welfare and industry. Relying on the State Key Laboratory of Ultra-HD Video and Audio Production and Presentation in cooperation with China Mobile, it has launched a new strategic layout of “5G+4K/8K+AI+VR,” establishing China’s first national-level 5G new media platform and successfully achieving China’s first 5G remote transmission of 8K ultra-high-definition content. By giving full play to converged communication advantages, it has launched the 4K ultra-high-definition satellite TV channel CCTV-4K, 5G+4K, 5G+VR, and 5G+AI broadcasting applications, bringing unprecedented audio-visual feasts to audiences. The PLA News Center, as a Party, government, and military media organization, has taken human integration as its entry point in media convergence. By optimizing institutional mechanisms, continuously improving editorial processes, adjusting human resource layout, and improving assessment and incentive mechanisms, it has broken through original unit and industry barriers, integrated content across newspaper, news agency, radio, television, internet, and publishing platforms, and thus brought together all military media platforms in terms of institutional structure. This enables unified command in topic planning, resource integration, and implementation, transforming institutional management advantages into capability advantages. Guangming Daily has continuously improved from six aspects: mobilization, visualization, segmentation, intelligence, differentiation, and socialization, highlighting the principle of “terminals follow people, information revolves around people.” Centered on its client application, it has extensively strengthened cooperation between platforms and external channels, establishing an all-media communication matrix integrating “newspapers, websites, terminals, and micro-platforms,” and improving production processes, content styles, and communication methods. During the 2019 Two Sessions, it utilized cutting-edge audio-visual communication technologies to launch multi-form converged media products including audio comics, audio-video live streaming, graphic animations, VR panoramas, photo reports, and interpretive articles. Works such as “Guangming’s Story,” “Salute,” “Concern,” “Chasing Light,” and “Dream Chasing” triggered “screen-dominating” dissemination, attracting widespread attention and high concern from national media and netizens.

2.2 Provincial and Municipal Media Convergence Experiences

Based on investigation findings, provincial media have mostly conducted convergence reconstruction from the perspectives of institutional integration, personnel integration, process integration, platform integration, and technology integration, integrating content across different media contact platforms including radio, television, internet, magazines, websites, Weibo/WeChat, and mobile phones. For example, Zhejiang Changxing Media Group integrated institutional resources, connecting 11 media platforms under 10 departments within the group. From the perspective of traditional and emerging media integration and online-offline cross-boundary operations, it has continuously promoted deep integration in content, channels, platforms, management, and industry, innova-

tively launching projects such as “Media+News,” “Media+Exhibition,” “Media+Service,” “Media+Activity,” and “Media+Industry,” becoming the first county-level all-media group in China to integrate radio/TV and newspaper resources. Ruian Daily has taken building a regional center for “News+Service” as its goal, expanding from its original newspaper business scope to urban life services and external industry services, thereby solving its revenue problems. Shenzhen Press Group has adapted to all-media trends by building a new layout of “one main newspaper + multiple converged media platforms,” forming a “one newspaper, two terminals, one website” structure led by Shenzhen Special Zone Daily, Shenzhen News Network, Du Te client, and Du Chuang client, and establishing an all-media matrix of “print media + website + client + official Weibo + self-media + co-built media + outsourced operation.” Under the 思路 of “content is king, control terminals,” its convergence effectiveness has been remarkable, with its “Three Famous” project (famous chief reporters, famous editors, famous commentators) receiving praise and recognition from the research group of the “Blue Book of Media Convergence: China Media Convergence Development Report (2020).” Shaanxi Radio and TV Network Group, following the construction 思路 of “one cloud, 1+N terminals, multiple kitchens,” integrated mainstream media resources and provincial government media resources across the province, connecting radio, television, and network resources as well as WeChat, Weibo, and other new media distribution channels, ultimately establishing a province-city-(district)county three-level all-media convergence ecosystem with vertical linkage, collaborative interoperability, and resource sharing. It has also formed external partnerships with central media such as Xinhua News Agency and People’s Daily, striving to create the “Shaanxi Model” of media convergence in the new era. Zhejiang Newspaper Group, under the high attention and strong promotion of the Zhejiang Provincial Party Committee and Provincial Government, integrated internal media resources and merged its three major mobile clients—Tianmu News, Zhejiang News, and Hour News—into “one integrated entity.” It successfully went public in September 2011, becoming the first newspaper group in China to have its operational assets listed as a whole. It has invested more than 100 million yuan in developing the “Media Cube” technical system, which integrates one-time writing, diversified editing, multiple generation, multi-platform distribution, and effect evaluation into one system. The “Big Editorial Center + Vertical Editorial Department” model it has built has effectively achieved unified planning of major topics, unified scheduling of information collection and editing, and coordinated allocation of editorial forces, providing rich content resources for new media platforms such as newspapers, clients, Weibo, and WeChat. Xinhua Newspaper Media Group, led by big data and artificial intelligence technologies and strengthening self-revolution, has invested nearly 100 million yuan to build a modular and intelligent “All-Media Command Center,” integrating 14 newspapers, 8 periodicals, 14 news websites, 8 mobile clients, and 109 micro-media accounts under its umbrella, achieving integration and interconnection of “information resources, technology application, platform terminals, and management means.” Provincial radio and television media in Guangxi, Henan, Xinjiang, Guizhou, Sichuan,

and other regions have reached strategic cooperation with internet giants such as Toutiao, Baidu, iQiyi, and Tencent, establishing deep strategic cooperation in copyright content protection and quality content mining, actively exploring the development and application of big data and cloud computing in various social fields, and jointly promoting smart media development.

2.3 County-Level Media Convergence Experiences

County-level converged media serve as important carriers for grassroots social governance, the “last mile” for the Party and state to communicate with grassroots people, and the most important link in the modernization of the national governance system and governance capabilities. Currently, most county-level converged media centers nationwide have achieved certain experience and effectiveness in capital investment, personnel team building, and business innovation. For example, Beijing’s Changping District, on the basis of integrating the original radio and TV center, news center, and network management office, re-optimized its internal structure with the 思路 of “highlighting core functions, focusing on key functions, and merging duplicate functions,” achieving “unified command” over district-owned media including radio, television, newspapers, “two micro-platforms, one terminal, and one screen,” and effectively revitalizing existing media resources within the district. Taicang Daily has integrated media data, government affairs data, business data, and think tank data, taking the lead in building a “Media+Government Affairs+Services+Business” rural revitalization big data center nationwide. It has given full play to the advantages of local mainstream media in content production, information dissemination, data transmission, and intellectual support, realizing the transformation of agricultural production toward informatization, agricultural management toward e-commerce, and rural governance toward grid-based management. Jiangsu Pizhou Radio and Television Station has built a central kitchen to deeply integrate the advantageous resources of radio, television, newspapers, magazines, websites, and “two micro-platforms and one terminal,” achieving full high-definition, networking, digitalization, and sharing in collection, editing, production, and broadcasting. It has implemented “unified command” in topic planning, task coordination, and resource allocation, reconstructed the entire process of “planning, collecting, editing, and distributing,” and formed an all-media pattern of “one-time collection, multiple generation, and diversified communication.” Gansu Yumen City, combining the characteristics of county-level converged media, proposed a construction 思路 of “News+Government Affairs+Application Services,” extending outward from the functions of county-level converged media centers. It has successfully implemented a “one center, four systems” cloud technology architecture sharing platform, solving long-standing problems such as functional duplication, content homogenization, and resource dispersion, and promoting the transformation and upgrading of all-media collection, editing, and content production. The center has continued to exert efforts in government services, social services, e-government, smart cities, and social governance.

3. Fujian Province' s Exploration and Insights in Promoting Integrated Development of Traditional and Emerging Media

Since the 18th National Congress of the Communist Party of China, the Party Central Committee with Comrade Xi Jinping at its core has made important expositions on multiple occasions regarding the promotion of integrated development between traditional and emerging media, pointing out the forward direction and clarifying key and difficult tasks for advancing the in-depth integrated development of radio and television media in the new era. In recent years, the Fujian Provincial Radio and Television Administration has thoroughly implemented General Secretary Xi Jinping' s important expositions on media convergence development, adapted to the new era' s trends of audience segmentation and differentiation, and continuously invested special funds for multiple years to promote deep integration of provincial media in content, channels, platforms, organization, operation, and management. It has issued "Information Network Dissemination of Audio-Visual Programs Licenses" to over 61 units across the province, promoting the historic transformation from "+Internet" to "Internet+" and forming a batch of new-type mainstream media with diverse forms, advanced technology, and strong communication power.

3.1 Provincial and Municipal Radio/TV Stations Reborn Through Transformation

In the mobile internet era, how should traditional radio and television stations respond to new communication methods? The main force represented by the Fujian Radio and Film Group' s Converged Media Center made its comprehensive debut on New Year' s Day 2020. The center adheres to the overall layout of "content is king, integrity and innovation, and converged communication," integrating seven business departments including radio, television, internet, and news clients with over 600 personnel. The original departments were dismantled and personnel were reset, then processes were reconstructed according to the principles of "equal emphasis on TV and internet, internet before TV, and mobile priority." Based on technologies such as "5G+4K," "5G+Ultra-HD Video," "5G+TV," "5G+Converged Media," "5G+AR/VR," and "5G+Smart Applications," the center has achieved interconnection, integration, and sharing, promoting deep integration between "Smart Radio/TV" and "Digital Fujian." During the epidemic prevention and control period, Fujian Radio and TV Network Group also reached strategic cooperation with Beijing Zhihuixingguang Information Technology Co., Ltd., further accelerating the practical integration of smart radio/TV, big data, artificial intelligence, and converged media on the existing platform, and reconstructing the entire news production process including clue aggregation, publicity management, and publicity effect analysis. The center has achieved remarkable results in themed publicity reporting on the National Two Sessions, poverty alleviation, and high-quality development, receiving praise from the National Radio and Television Administration, the

Taiwan Affairs Office, and People' s Daily on multiple occasions.

The Fuqing City Converged Media Center integrated its original “one newspaper, one TV station, one website” and “three micro-platforms and one terminal” communication platforms. Starting from aspects such as “building platforms, reforming mechanisms, emphasizing technology, and strengthening content,” the center has focused on breaking down inherent barriers between media, promoting full co-construction and sharing of resources, and facilitating deep integration of all-media in platforms, content, channels, management, and operation. It has initially achieved comprehensive management functions including unified command and dispatch, comprehensive data utilization, and news resource sharing. Currently, the Fuqing Converged Media Center possesses two official WeChat public accounts, two official Weibo accounts, one mobile client, one mobile website, and 10 mainstream online media platforms, forming a converged media publicity matrix comprising 20 all-media platforms. Among them, the “Yi Fuqing” WeChat public account has over 400,000 followers, ranking among the top in Fujian Province' s official new media influence charts. The “Yi Fuqing” official Douyin account has over 180,000 followers, with its uploaded works being promoted multiple times by the Fujian Provincial Party Committee Propaganda Department' s “Fujian Story” Douyin account.

3.2 Provincial and Municipal Newspaper Groups Breaking Deadlocks and Seeking Revitalization

As a representative of Fujian' s Party newspaper, Minnan Daily officially joined the media convergence ranks in January 2017. Subsequently, it accelerated the pace of deep media convergence construction, successively establishing an all-media news collection and editing command center, a newspaper new media center, an all-media news center, an intelligent media big data center, and an all-media brand operation center, achieving internal-external linkage and three-dimensional communication. In recent years, adhering to the philosophy of “establishing internet thinking, upholding mobile priority, complementary advantages, and common progress, with advanced technology as support,” the newspaper has pursued a convergence path of “multi-media creation, multi-channel communication, and diversified development.” It has clearly defined its convergence positioning as “based on local areas, maintaining characteristics, and serving society.” On the basis of its original website, mobile version, Minnan Cloud News App, Sina Weibo, WeChat public account, Xinhua Live Cloud, “Voice of Minnan” internet radio, and H5 platforms, it has successively launched new communication channels such as “People' s Daily Account” and “Sina Kandian.”

In July 2021, Minnan Daily was awarded the “Xinhua News Agency Excellent Converged Media Product Communication Award” by Xinhua News Agency. In recent years, Fuzhou Daily has thoroughly implemented the important decisions and deployments of the central, provincial, and municipal governments on deep media convergence, unswervingly promoting the in-depth development of munic-

ipal media convergence. By implementing the strategic development direction of “mobile priority” and “integration,” and adhering to content construction as the foundation, it has actively explored a “four-level convergence” path: First, improving internal convergence. The second-phase construction of the newspaper’ s converged media command center completed at the end of 2018 achieved “unified information aggregation, unified clue analysis, unified topic planning, unified command and dispatch, unified review and approval, and unified effect evaluation.” Second, promoting city-county media convergence. By establishing a city-county media linkage mechanism and integrating city-wide news media resources, it has achieved “co-construction, co-convergence, co-creation, and sharing” in content and platforms between city and county-level media, creating complementary advantages and synergy. Third, actively leveraging upward integration. In 2019, the newspaper closely focused on the city’ s overall development and signed strategic cooperation agreements with central-level media units such as Xinhua News Agency, conducting deep cooperation in content, platforms, technology, and services to jointly build a mainstream media ecosystem. Fourth, actively entering various new media platforms. Currently, the newspaper’ s subordinate new media center has entered platforms such as Toutiao, NetEase, Sohu, Penguin, Baijia, and Douyin, achieving multi-channel distribution of quality content and gradually finding a development path suitable for its own convergence transformation.

Since the “1.25 Speech,” Fujian Daily has clearly adhered to the integrated development direction of “newspaper and terminal integration” and “mobile priority,” clarifying its media convergence reform path from four aspects: First, building the core backbone of converged media. With Fujian Daily, Southeast Net, and the New Fujian client as the core backbone, it has achieved integrated operation of “planning, collecting, editing, and distributing” for newspaper, website, and terminal products, with differentiated division of labor and layout for newspaper, website, and terminal products. Second, reconstructing the converged media ecosystem. While building the core backbone of converged media, it has expanded the converged media communication ecosystem to spread the voice of the Party and the people more widely, farther, and more deeply within mainstream influence circles. It has currently formed a media group with 11 newspapers, multiple periodicals, and multiple websites. Third, expanding new technologies and applications. Through the development and construction of converged media collection and editing centers, converged media resource centers, New Fujian client, video and audio systems, news big data, and user asset big data application centers, it has achieved centralized control of an efficient, fast, secure, stable, and unified portal converged media “central kitchen.” Fourth, strengthening the Party newspaper platform by transferring the advantages of traditional media to superior platforms, and earnestly emphasizing the operation of the New Fujian client. On the basis of online all-media, it has added offline multi-scenario services to increase the client’ s influence through various activities and media cooperation.

3.3 Steady Progress in County-Level Converged Media Center Construction Across the Province

District and county-level media are at the forefront of public opinion closest to grassroots masses, relating not only to the construction of the national discourse communication system but also to the construction of the domestic public opinion ecological environment. In recent years, Zhangzhou City has advanced county-level converged media center construction across the province according to the deployment principles of “mature batch, 挂牌 batch,” “transfer first then finalize,” “co-locate first then 挂牌,” and “deep integration, merging into one,” taking the lead in achieving 100% 挂牌 operation of county-level converged media centers in the province. For instance, Zhangpu County has adhered to three integrations of resources, processes, and content, promoting media resource integration and platform reconstruction, building a converged communication matrix, and leveraging converged communication effects. Since its official 挂牌 in September 2018, it has promoted co-location of all-media personnel based on institutional reform; integrated various communication platforms including county radio stations, TV stations, Zhangpu News Network, government network, radio/TV network, Jinpu Newspaper, and WeChat public accounts led by technology platforms; prioritized talent team construction with mechanism innovation, implementing a reward and punishment mechanism with equal pay for equal work for both permanent and contract staff, with performance distribution schemes tilted toward frontline editorial staff, stimulating the vitality and creativity of all-media journalists; and actively adapted to the “Internet Plus” new situation oriented by new technologies, building the converged media “central kitchen” – “Jinpu Cloud” on the basis of integrating various media platform resources.

The Jianning County Converged Media Center was 挂牌 and launched on November 11, 2018. Since its official operation, all work has steadily advanced. Under the premise of doing a good job in political work, it has continuously promoted the integration of Party building and business, deepened institutional and mechanism reforms, optimized all-domain media resources, strengthened the cultivation of county-level converged media talent teams, reconstructed all-media processes and platforms, and vigorously enhanced the value-added capability of “1+1>2.” In terms of new media clusters, it has formed a communication matrix with “three networks,” two micro-platforms and one terminal, Douyin, People’s Daily Account, Xinhua Account, Toutiao Account, and New Fujian as the main body. In terms of communication channels, it has linked internal and external publicity, opened up deep convergence nodes, established a “planning, collecting, editing, and distributing” process centered on new media production and communication, promoted the “one-time collection, multiple generation, all-media communication” model, and achieved comprehensive integration of online and offline, content and operation. At the content production level, it has innovated column forms, optimized collection, editing, review, and distribution processes, utilized existing center resources, added new media elements, and presented

new concepts, ideas, and achievements through live streaming and short videos as carriers. In terms of platform interoperability, it has explored a “media+” operation model with dual-center linkage, establishing three key directions of “media+government affairs,” “media+Party affairs,” and “media+services.” In terms of industry operation, it has innovated mechanisms and systems, established a development pattern of “public welfare + industry,” established Jianning Converged Media Culture Industry Development Co., Ltd., utilized the center’s existing team talents and technical advantages to form project operation teams, and promoted specialization, standardization, and systematization of video production across the county.

The Nanjing County Converged Media Center, following the four concepts of “full integration, deep integration, news+, and policy support,” strives to build a “regional new-type mainstream media.” On the basis of integrating county-wide media resources, it has continuously deepened converged media system reform, moving from the “addition” stage to the “integration” stage, transforming from “one-way communication” to “multi-dimensional communication,” and realizing a communication pattern of “you have me, I have you” and “you are me, I am you.” While playing its main news business role, it has actively expanded cross-boundary cooperation in areas such as “news+government affairs,” “news+services,” and “news+cultural creativity,” focusing on building a comprehensive service platform. It invests more than 9 million yuan annually to support the operation of the converged media center, providing a strong guarantee system for media convergence development. Since its 挂牌, the Nanjing County Converged Media Center has launched a series of thoughtful, warm, and high-quality news works. Two works, “Female Village Head ‘Playing’ Douyin” and “The Collision Between the Most Rustic and the Most Fashionable! Nanjing Tulou ‘Shows’ International Style,” respectively won second prizes in the TV feature category and radio news category of the 2019 Fujian News Awards. The center’s edited manuscripts have been adopted by central-level media such as CCTV, Xinhua Net, People’s Daily Online, and People’s Daily on multiple occasions.

The Yongtai County Converged Media Center was unveiled on August 30, 2018. The center has integrated county-level media resources including the county radio/TV station, Yongtai News Network, and “Great Beauty Yongtai” WeChat public account in terms of talent allocation, platform construction, institutional mechanisms, and innovative development, forming a “1+3” converged reporting model. Through a linkage mechanism of “centralized office work, unified news topic selection, unified organization of interviews, and unified manuscript review and distribution,” it has achieved all-media functions of “one-time collection, multiple generation, and diversified communication.” Over the past two years, the center has consistently upheld integrity and innovation, deep integration and practical application, benchmarking against first-class standards, and has successfully completed institutional and mechanism reform, technical platform construction, channel platform integration, and integrated broadcasting. It has established a communication matrix of “two stations and one network,” “two

micro-platforms, one terminal, and multiple platforms,” and “seven-in-one integration,” with the operation model of “one-time collection, multiple generation, and multi-channel communication” basically formed, and news creation level and communication efficiency significantly improved. During the COVID-19 epidemic prevention and control period, the Yongtai County Converged Media Center released authoritative information through multiple platforms including radio/TV stations, news networks, and the “Great Beauty Yongtai” public account, comprehensively reporting on county epidemic prevention and control and epidemic science popularization knowledge publicity, and timely refuting online rumors. The “Yongtai Epidemic Prevention Folk Song” it created received widespread praise and forwarding from netizens on influential national media platforms.

Youxi County Radio and Television Station, as a China city/county TV film research and development base and a Fujian provincial city/county TV convergence development training base, has actively explored a cross-regional media convergence model of “Internet+Media” for many years. Its development 思路 of “news-based station, film-prospering station, talent-strengthening station, and industry-activating station” has been referenced and learned by hundreds of media across the country, creating the “Youxi Model” for county-level converged media construction. Beginning in 2011, Youxi Station integrated its website, Weibo, WeChat, and client with the radio/TV station as the center, and on this basis independently developed a new media aggregation platform integrating radio/TV live streaming, program on-demand, and online interaction functions. In 2016, it established Fujian Zhuzi Culture Communication Co., Ltd. with media assets, undertaking film and advertising design, agency, production, and release business, and carrying out various forms of operational cooperation externally, transforming media resources into platform revenue and achieving self-financing and revenue-generating functions for county-level media. In 2018, through deep integration of all county-level media resources including the county government network, county agency newspaper, county party committee website, county party committee propaganda department, government affairs Weibo, and government affairs WeChat, it ultimately built a county-level converged media center. In recent years of convergence practice, Youxi County has seized opportunities brought by emerging technologies such as 5G, big data, and artificial intelligence, made all-out efforts to build an all-media communication project, deeply promoted the 下沉 of media technology, deepened institutional and mechanism reforms, optimized various resource allocations, and strongly promoted regional industrial mutual assistance and cooperation, building a unique “Youxi Model.” It has been selected as one of the “Top Ten County TV Stations in China” and won the “2019 National Radio and Television Media Convergence Typical Case” award.

Furthermore, according to the unified deployment of the Fujian Provincial Party Committee Propaganda Department, nine prefecture-level cities (Fuzhou, Xiamen, Quanzhou, Zhangzhou, Putian, Longyan, Sanming, Nanping), 11 county-level cities, 42 counties, and 31 municipal districts have all comprehensively

completed the construction and acceptance of county-level converged media centers by the end of 2020. A large number of typical convergence cases such as “Youxi Experience,” “Zhangpu Model,” “Sanming Model,” “Yong’an Characteristics,” and “Dehua Characteristics” have emerged, receiving praise and recognition from numerous media across the country.

4. Conclusions

The all-media era is a dynamic development process for media convergence, with the entire news communication field transitioning toward “digitalization,” “mediatization,” and “socialization.” Traditional and emerging media have achieved comprehensive integration from top to bottom in content, platforms, users, processes, technology, industry, operation, and management. Under the new situation of rapid information technology development, how can media at all levels grasp the overall situation of the times, consolidate the communication power, appeal, and influence of mainstream media in the news communication field, and fully build an all-media communication pattern for the new era? The “Guiding Opinions on Accelerating the In-Depth Development of Media Convergence” by the Central Committee for Comprehensively Deepening Reform clearly states: “We must establish an all-media communication system with content construction as the foundation, advanced technology as the support, and innovative management as the guarantee, firmly occupying the commanding heights of ideological and public opinion propaganda.” [4] Fujian Province’s media convergence practices and innovative models in recent years provide the following references.

4.1 Accelerate Advancement into Mainstream Propaganda Positions and Strengthen the Mainstream Ideological and Public Opinion Field

The all-media era has arrived. Under the impact of the new media wave, media convergence is entering a fast lane of transformation, giving rise to “full-process media, holographic media, full-staff media, and full-effect media,” where information is ubiquitous and all-pervasive, all staff participate in content production, and media functions are unprecedentedly rich. At the same time, the media landscape, public opinion environment, reporting forms, personnel teams, and communication methods have all undergone profound changes, with news, public opinion, publicity, and ideological construction facing new challenges. Guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and the Marxist view of journalism, we must further promote media convergence development toward depth and the forefront, occupy the commanding heights of new media public opinion fields such as Douyin, Kuaishou, Weibo, and WeChat, give play to the main force role of new-type mainstream media, actively promote mainstream values and spread positive energy, enable mainstream public opinion to firmly occupy the all-media public opinion position, and provide strong ideological guarantees and powerful public opinion support for the Party and state’s publicity undertakings.

4.2 Uphold Quality Content Creation and Test Convergence Effectiveness Through Communication Impact

The ultimate purpose of media convergence is to improve the service capability of China's media, better transmit excellent traditional culture and positive social energy, and meet the people's information needs for a better life. Whether convergence is successful ultimately depends on whether the masses, leaders, and society are satisfied. For example, in 2020, Minnan Daily gave full play to the leading role of Party building, upheld quality content creation, and used advanced technologies such as live cloud streaming to continuously carry out multiple Party-media-enterprise assistance activities. Since the outbreak of COVID-19, to increase local farmers' income, it opened multiple agricultural product sales channels. The "Online Flower and Fruit Mountain" series, in which Minnan Daily joined hands with the Three Gorges Daily to conduct full-process public welfare live streaming of the event, helped local agricultural product enterprises and farmers find sales channels, fully demonstrating the leading role of mainstream media. The planned "Car Club Trunk" night market activity used online-offline combined marketing methods to bring Zhangzhou local products into thousands of households, benefiting vast numbers of consumers. This series of activities fully demonstrated the benefits that Party-media content creation brings to farmers, enterprises, and society.

4.3 Strengthen User Operation Thinking and Establish Sticky Connections with Users

Media convergence development is an era transformation brought about by the rapid development of information technology and a self-revolution for mainstream media to cope with internet impact. How to build core competitiveness lies in enhancing platform product stickiness and user experience. In the traditional media era, people tended to view internet technology merely as a new communication means, channel, and platform, attempting to expand user scale by launching websites, developing clients, and entering platforms such as Weibo, WeChat, and Toutiao accounts, rather than following internet communication thinking. They failed to leverage internet characteristics such as "openness, collaboration, and sharing" and use user operation as the core to guide media's own content production. In the "Internet Plus" era, the boundaries of the media industry are becoming blurred, diluted, and even disappearing in some sense. This means that the "media" we talk about today has significant differences from the "media" we talked about in the past. [5] Therefore, we must strengthen internet thinking, research and master the portrait characteristics of platform users, users' audio-visual habits, reading psychology, and consumption habits on emerging media platforms, win competitive advantages with user advantages, and form sticky connections with users.

4.4 Adhere to the “Four All” Talent Concept and Cultivate a Solid Foundation for Convergence Development

Media talent is the foundation of a strong media nation. Media convergence requires the participation of all-media talents, especially composite and applied talents in the new media field. Deng Jinmu, Director of the Converged Media Information Center of Fujian Radio and Film Group, believes: “All-media personnel must not only master various media technologies proficiently, flexibly combine and use multiple media, but also edit and design content from a product design perspective. They must possess innovative thinking and apply mature technologies and theories to actual production.” [6] “Accelerating the Integrated Development of Traditional and Emerging Media” also emphasizes: With the arrival of the all-media era, the Party and people have increasingly higher quality requirements for new-type reporters, new-type editors, and new-type gatekeepers, including knowledge requirements, capability requirements, and quality requirements. Reporters are forced to transform into “all-capable reporters” who must be proficient in all capabilities including interviewing, writing, editing, and broadcasting, with the role of reporters undergoing subtle changes. The core advantage of media is talent competition. All-media, applied, and composite talents are not only the main force of convergence development but also the key targets of convergence development. Mainstream media must give full play to its leading role, adhere to the “Four All” talent cultivation concept, innovate talent guarantee mechanisms, strive to eliminate the drawbacks of the establishment system, enhance the cohesion of employed talents, and cultivate the foundation and vitality of convergence development.

4.5 Actively Adapt to Informatization Requirements and Keep Pace with Cutting-Edge Communication Technologies

General Secretary Xi Jinping particularly emphasized at the National Conference on Cybersecurity and Informatization that “Party and government media must actively adapt to informatization requirements at the current stage, continuously strengthen internet thinking in business, and enhance the ability to guide online public opinion, the ability to drive informatization development, and the ability to guarantee cybersecurity.” Against the backdrop of mobile digitalization, new technologies and new content are like the two wings of a bird and the two wheels of a cart, driving media transformation and achieving effective integration of various resources. Only with the help of advanced technology can we promote business convergence, platform convergence, institutional convergence, and industrial convergence, enabling quality content and brand voices to spread wider and farther. Therefore, mainstream media should actively adapt to development trends of mobilization, socialization, and intelligence, apply new technologies such as big data, artificial intelligence, algorithmic recommendation, deep learning, 5G, and VR to the wave of media convergence, empower convergence development with cutting-edge technologies, strengthen media social service functions with technical support, and realize the value of socialized

communication.

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

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