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## Research on Measures for Promoting Media Convergence in Traditional Publishing Industry in the All-Media Era: Postprint

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### Abstract

With technological advancement, China's Internet penetration rate has continuously reached new heights, catalyzing the transformation of the all-media era. Within this context, it is imperative for the traditional publishing industry to propel media convergence development, aiming to expand dissemination scope with accurate content as the core, augment target user stickiness, and endeavor to achieve user conversion. Grounded in the practical operations of media convergence, this article categorizes it into four specific measures: stratified content production to strengthen competitive advantages, communication channel analysis for user targeting, enhanced operations to realize user conversion, and steady construction to build a new-type workforce. Through these essential steps, it is hoped that they will provide insights for the traditional publishing industry's advancement of media convergence development.

### Full Text

## Research on Measures for Traditional Publishing Industry to Promote Media Convergence Development in the All-Media Era

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**Abstract:** With technological advancement, China's internet penetration rate has repeatedly reached new highs, catalyzing the transformation of the all-media era. In this environment, it is imperative for the traditional publishing industry to promote media convergence development, aiming to expand dissemination scope with accurate content as the core, increase target user stickiness, and strive to achieve user conversion. Based on practical media convergence operations, this paper divides the process into four specific measures: layered

content production to strengthen advantages, communication channel analysis for user positioning, enhanced operations to achieve user conversion, and steady construction to build new-type teams. Through these essential steps, we hope to provide inspiration for traditional publishing industries seeking to advance media convergence development.

**Keywords:** all-media era; media convergence; content production; information dissemination; digital publishing

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China has now entered the all-media era, characterized by high-speed dissemination of massive public opinion information via the internet as a carrier, with various types of information intermingling. On January 25, 2019, during the 12th collective study session of the 19th Central Political Bureau, Comrade Xi Jinping pointed out: “Promoting media convergence development and building all-media has become an urgent task we face. We must accelerate the promotion of media convergence development to enable mainstream media to have strong communication power, guidance power, influence, and credibility, forming an online and offline concentric circle that makes positive energy stronger and the main melody more vigorous.” The arrival of the all-media era has intensified the urgency for traditional publishing industries to promote in-depth media convergence development.

## 1. Media Convergence Development Background

According to data from the 48th “Statistical Report on China’s Internet Development” by the China Internet Network Information Center, as of June 2021, internet penetration reached 71.6% with 1.011 billion netizens, an increase of 21.75 million from December 2020. Mobile phone users accounted for 99.6% of all netizens, reaching 1.007 billion. As internet penetration continues to deepen, it has catalyzed a transformation toward full-process media, holographic media, full-staff media, and full-effect media. Under this transformation, content recipients have shifted from traditional readers to “users,” information dissemination channels have exploded in number, and content presentation forms have become increasingly diverse. Content dissemination exhibits strong “decentralization,” while content forms show “fragmentation.” Finally, content dissemination channels either have obvious content differences and user distinctions, or they present situations of mutual encroachment. The core objective of promoting media convergence is the dissemination scope of “voice” and user attention—that

is, “expanding dissemination scope with accurate content as the core, capturing target user stickiness, and achieving user conversion.”

## 2. Media Convergence Development Scenario Analysis

Analyzing the main problems currently encountered by traditional publishing industries in media convergence development reveals three key issues: First, traditional publishing thinking does not match current “fragmented” content. Traditional publishing primarily involves topic planning, author selection, and manuscript organization, ultimately forming comprehensive and systematic content—a process fundamentally different from the actual content production process of media convergence. Second, the publishing industry struggles to respond promptly and flexibly to new media channels and content forms during media convergence. In recent years, technology and mobile applications have continuously evolved, from early social platforms to short-video platforms, with content forms expanding from audio-video to VR virtual reality. Future iterations of new channels and forms driven by technology will become increasingly rapid. Traditional publishing industries, limited by human and material resources, often lag in perceiving new technologies. Third, breakthroughs in media convergence development are extremely difficult with traditional publishing’s existing personnel structure and systems. Publishing houses are editor-centered, with circulation volume, copyright sales, and digital product sales as main revenue sources, and lack the necessary personnel architecture to support “user”-oriented media convergence development, making user conversion difficult to achieve.

## 3. Media Convergence Development Measures

### 3.1 Layered Content Production to Strengthen Advantages

Facing the current all-media era, the key for publishing houses to develop media convergence lies in transforming content production. Traditional publishing houses’ core resources are primarily quality print book content and extensive author resources. Through layered content production, these core resources can be “output” into various forms and styles to match media convergence channels, while the production model can also prepare data for future responses to new channels and content forms.

The basic model of layered content production comprises five layers. The first layer is the foundation layer, mainly consisting of print book metadata and other materials accumulated during the book publishing process. The second layer is the theme layer, which reorganizes the publishing house’s internal content information by splitting and recombining it according to themes. The third layer is the knowledge layer, which further refines content into knowledge entries based on the thematic content collections. This layer can be divided into multiple sub-layers according to the publishing house’s editorial capacity. The fourth layer is the content transformation layer. Through the previous three layers of content processing, a basic material library suitable for media convergence

and internet dissemination has been formed for digital editors. In this layer, digital editors' most important task is to transform knowledge entries into content forms that resonate with users and fill their needs. The fifth layer is the content presentation layer, which primarily produces content in various forms such as audio, long video, short video, and images according to the dissemination patterns of each channel. This layer requires relevant technical processing to ultimately produce content that users love, achieving content dissemination across various channels.

The focus of the layered model is to transform traditional “print books” into “information.” Different layers in the model can produce content information of different granularities. According to communication channel preferences and user positioning, publishing houses can promptly present content information in matching forms, greatly improving efficiency in the content production process during convergence and offering high flexibility and usability.

### 3.2 Communication Channel Analysis for User Positioning

In today's participatory “user” culture, which has gradually replaced the receptive “audience” culture, users can independently select, participate, and produce content. Its dissemination model is a user-centric model focusing on interaction between users and media. Under this model, in-depth communication channel analysis and precise user group positioning are essential steps for publishing houses. Based on their own content characteristics, digital editors must constantly ask: What kind of content is needed by users in what kind of environment?

Communication channels are diverse, ranging from early video and audio platforms to short-video platforms like Douyin and Huoshan. Social platforms such as WeChat, Sina Weibo, and QQ maintain their popularity, while content communities like Zhihu and Douban continue to develop. Each channel has distinct user group characteristics, and the rules for information dissemination within channels also differ significantly. For example, short-video platforms like Douyin have deeply penetrated lower-tier cities, with content expression forms being relatively popular; Zhihu platform hosts mostly high-quality users with strong learning intentions, where high-quality authoritative content has a long-tail effect; Douban platform's community ecology is dispersed, with serious internal barriers forming topic circles that are difficult for outsiders to join.

Limited by operational capacity, traditional publishing houses generally cannot achieve full-channel dissemination and should focus on selecting some communication channels. Publishing houses can match the “information” output from their layered content production model with user groups across multiple channels to select communication channels and position user groups. After selecting communication channels, how can “information” be delivered to targeted user groups? The core is to adapt the “information” to the dissemination patterns of the channel. If “information” can adapt to the underlying patterns of the

channel, it can fully utilize the channel's existing user advantages to 争取 content exposure; if "information" does not conform to channel dissemination patterns, it will not only fail to reach users but may even trigger negative reactions from channel users.

### 3.3 Strengthening Operations to Achieve User Conversion

Publishing houses promoting media convergence development is not just about keeping pace with the times; they must clarify that the ultimate goal is to achieve user conversion. As mentioned above, with insufficient operational capacity, publishing houses should not broadly deploy. After analyzing and identifying channels for media convergence, they should use limited human resources to strengthen operations, form objective user groups, and achieve user conversion. Taking the People's Publishing House's "Party Member's Little Backpack" public account as an example, to improve knowledge service operations under this channel, regular user demand surveys are conducted. Some questionnaires and results are shown in Table 1 .

Through robust operations, user stickiness can be improved, needs can be deeply explored, and user conversion can be investigated. User conversion means transforming channel traffic into brand benefits or economic benefits. In terms of brand benefits, it mainly involves expanding content brand awareness through extensive dissemination—for example, by exposing high-quality free content and knowledge to highlight a high-quality, professional image in the complex online environment and actively attract users in need. In terms of economic benefits, it includes B-end clients and C-end users, encompassing four commercial routes. For B-end: content copyright cooperation, content column opening, marketing routes such as advertising and event sponsorship, and product lines integrated with e-commerce. For C-end: platform user payment and membership fees, content payment and tipping. Planning for a specific content product's business model needs to precede the fourth layer of the layered content production model, with content transformation models adjusted according to specific business model planning.

Currently, traditional publishing industries' promotion of media convergence development remains in the exploration stage. Achieving economic benefits requires massive user accumulation, and any business model cannot be launched without a user base. Publishing houses must operate for a considerable period before having the possibility of reaping economic benefits.

### 3.4 Steady Construction to Build New-Type Teams

Through the above analysis, we find that to adapt to "user" -oriented media convergence development, traditional publishing houses have entered a new era of team intelligence. According to the publishing house's layered content production model and selected convergence channels, corresponding digital editing and operations teams need to be established. Digital editing teams continuously

create new content based on market feedback, while operations teams integrate, publish, and provide diverse, multi-form, personalized user services across various channels, simultaneously feeding market information back to digital editors. This team intelligence model breaks the traditional dispersed content production form centered on individual editors.

Meanwhile, media convergence calls for composite innovative talents who can master both traditional media' s cultural selection, value orientation requirements, and production operation patterns, as well as adapt to emerging media operation models—especially high-quality editorial talents who can capture creativity, plan topics, and utilize media resource management systems for all-media product design and promotion. To build new-type teams, publishing houses must also take measures in other aspects: encouraging planning by allowing traditional or digital editors to propose diverse integrated publication topics and explore integration forms in convergence channels; providing content support by allowing digital editors to use in-house resources, as more materials create more development possibilities; absorbing talent by actively seeking individuals with new media operation experience; and maintaining patience by giving digital editing teams sufficient time to grow and accumulate experience.

In the all-media era, future massive users will belong to new media, and their volume will grow rapidly with technological development. Media convergence is already a major trend. If traditional publishing houses promptly undertake this work and occupy a place in new media, they can lay a foundation for future brand promotion, content dissemination, and user conversion. Failure to effectively expand channels may likely result in directly losing this territory in the future. Through research, the author believes that media convergence development measures include layered content production to strengthen advantages, communication channel analysis to position users, strengthening operations to achieve user conversion, and steady construction to build new-type teams. Through these four essential steps, in-depth media convergence development can be effectively achieved. In the future, the all-media era will continuously transform its forms, and how traditional publishing houses can establish media convergence thinking and promote deep integration based on their own development situations requires continuous research.

**Figure 1** [Figure 1: see original paper] Layered Content Production Model Using People' s Publishing House as an Example

**Table 1** User Survey for “Party Member’ s Little Backpack” Public Account

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

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