

## On the Industrial Operational Strategies for Content Resources of Traditional Broadcasting Media: Postprint

**Authors:** Yang Cunzhong

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### Abstract

The advent of the new media era has placed traditional broadcast media under immense pressure, manifesting an “also-ran” characteristic in content resource processing and consequently forfeiting competitive advantage. Therefore, innovation and reform are imperative to pursue a path suited to its own circumstances. To address existing issues in content production—including content complexity and distortion, passive content selection, and the low-end orientation of content production—broadcast media must adapt to contemporary trends, pursue collaborative development with industry counterparts, and cultivate proprietary high-quality content resources, thereby leveraging new media platforms to achieve strategic overtaking. Simultaneously, the industrialization of broadcast media content resources must incorporate market mechanisms, utilizing market principles to propel the industrialization process and establish a high-quality industrial value chain, thereby maximizing the value of content resources and realizing a win-win outcome for both broadcast media and the public interest.

### Full Text

#### Abstract

With the arrival of the new media era, traditional broadcast media face tremendous pressure, exhibiting a “supporting role” characteristic in content resource management and losing their competitive advantage. Therefore, they must innovate and reform to forge their own path. Addressing existing problems in content production such as complexity and distortion, passive content selection, and low-end content production, broadcast media must follow the trend of the times, develop jointly with peers, create high-quality content resources, and

achieve overtaking on the curve by leveraging new media platforms. Simultaneously, the industrialization of broadcast media content resources must introduce market mechanisms, utilize market laws to propel the industrialization process, form a high-quality industrial value chain, maximize the value of content resources, and achieve a win-win situation for both broadcast media and public interests.

**Keywords:** traditional broadcast media; content resources; market resources; industrialization; strategy

## 1. Problems in Traditional Broadcast Media Content Resource Operation

### 1.1 The Contradiction Between “High” and “Low” Production Philosophies

Traditional broadcast media have long adhered to producing high-quality, refined news content, requiring meticulous processing of news resources. This commitment to objectivity and professionalism, with comprehensive attention to detail, demonstrates high production standards, completeness, and depth. However, the new media era has transformed how the public accesses information. When events occur, audiences receive real-time updates through various self-media platforms, and fragmented information shapes their perceptions within a short timeframe. By the time traditional media broadcasts its carefully crafted content, the news has lost its timeliness and “newness.” This creates a fundamental contradiction: while traditional media’s rigorous approach ensures accuracy, it also stifles innovation and reduces dissemination efficiency. As China’s propaganda window, traditional broadcast media must comply with laws and regulations while maintaining professional ethics. Yet to survive in the new media landscape, they must balance quality with speed—a challenge that traditional models struggle to meet.

### 1.2 Passive Content Selection

In 2016, major global media conglomerates acknowledged that traditional media was being eroded and impacted by new media. This erosion extends beyond competition for industry clients; it reflects an irreversible trend. By December 2020, China’s internet user base had reached 989 million, making the internet a mainstream information platform. This data confirms that the new media era is unstoppable, forcing traditional broadcast media to shift their content selection strategies to follow new media trends in pursuit of competitiveness. This manifests in three ways: enhanced entertainment value, as audiences increasingly favor “fast-food culture” and consume short, amusing videos as leisure content; increased narrative elements, with dramatic storytelling techniques borrowed from fiction writing to attract attention; and reduced intellectual depth, as thought-provoking material is discarded in favor of entertainment and sensationalism. Traditional broadcast media’s passive content selection stems from

intensified market pressure and massive audience loss, compelling them to become “outsiders” in their own field. However, this passive approach lacks genuine competitiveness. First, traditional media now compete not against individual outlets but against all internet users, placing them at a fundamental disadvantage in terms of source material. Second, by abandoning their strength—deep, refined processing of news—they have discarded their core advantage. Regardless of strategy changes, without quality material and premium content, traditional media cannot establish a foothold in the new media era.

## **2. Analysis of Traditional Broadcast Media Content Resource Industrialization Problems**

Professor Liu Jiuzhou from Central China Normal University, in his article “Consumption Strategies of Fast-Food Culture: ‘Exaggerating the Ordinary’ – A Critical Study of Contemporary Media Culture,” argues that the mutual “displacement” between elite and popular culture is accelerating, with elite culture moving toward the margins while popular culture flourishes at the center. Fast-food culture employs “exaggerated” promotional strategies to secure its position in modern media. For instance, documentary news uses dramatic third-person narratives and “small person, big destiny” tropes to enhance readability, while other tactics include magnifying the trivial and treating falsehood as truth, creating sensationalism to attract traffic.

### **2.2 The Arrival of the Internet Era**

The internet era is an unstoppable historical trend. New media platforms instantly gain access to vast potential audiences through the internet, and many have built user loyalty through social media, giving them a built-in user base. The development of internet technology has caused traditional broadcast media to lose substantial audiences, making it impossible to replicate the glory of the 1980s and 1990s. Consequently, broadcast media must transform their content and business strategies to compete for market share and audiences.

### **2.3 Transformation of Cost and Management Consciousness**

Most traditional broadcast media are institutions directly affiliated with party committees or governments, responsible for publicizing party policies, supervising public opinion, and cultural education. This affiliation has historically insulated them from market competition. However, broadcast media reforms now require them to face market competition, assume responsibility for profits and losses, and pursue industrial development. This shift intensifies cost and management consciousness, requiring media leaders to take responsibility for organizational competitiveness. Content industrialization is therefore inevitable—industrialization represents an asset, and enterprises must enhance their industrialization level to produce high-quality content resources and generate profits.

### 3. Operation Strategies for Traditional Broadcast Media Content Resource Industrialization

#### 3.1 Reform and Innovation as the Only Path Forward

As previously discussed, the internet era represents an irreversible trend. Therefore, traditional broadcast media must reform and innovate to find a path forward and drive development. As primary media managers, the most important task is to establish industrialization consciousness—treating news information as capital to be utilized and managed. Consciousness determines action; only by changing mindsets can media organizations seize development opportunities, explore reform strategies, and accelerate the industrialization process. Second, content resource industrialization must introduce market-oriented operational methods, leveraging traditional media resources to partner with enterprises for market-based content processing. This enhances the capital and social value of resources, absorbs social capital, and forms a virtuous cycle that provides fertile ground for content resource industrialization.

#### 3.2 Diversified Industrial Value Chains

The current strategy of transforming content into news for dissemination creates a single industrial chain that fails to maximize content value, limiting both audience reach and economic benefits. Therefore, diversified value chains must be developed to maximize social value and generate economic returns, achieving mutual benefit. Traditional broadcast media currently rely primarily on advertising revenue, with social value realized only through their own platforms, far from achieving maximum social impact. To develop diversified value chains, traditional broadcast media must first cooperate with each other, breaking free from isolated operations and overcoming the “island model” where each outlet works alone. Second, they must partner with new media industries to explore new monetization channels. For example, the China Media Group’s Visual Archives is preparing the China Audio-Visual Archive, which contains approximately 300,000 hours of precious video resources. Through new media platforms such as PC terminals, mobile terminals, and WeChat public accounts, the archive offers playback and download functions, along with online payment and third-party upload structures. This allows nationwide paid access while enabling individuals to profit from high-quality resources, with CCTV maintaining exclusive copyrights—a win-win model.

#### 3.3 Content Remains the Eternal Core

Content is the core of broadcast media and the foundation for building credibility and competitiveness. While the new media era has created significant challenges for content acquisition—with new media intervening in every news event—only by adhering to the “content is king” principle can media organizations realize content resource value. Content is fundamental, so acquisition and processing channels must be expanded to maximize value and build content

resource libraries. In terms of acquisition, traditional broadcast media possess strong information collection and editing capabilities, along with extensive channels built over time—advantages that self-media cannot match. Additionally, as the state promotes separation of production and broadcasting, more content producers are emerging, providing traditional media with additional resource sources. Therefore, traditional broadcast media should accelerate the establishment of content resource libraries and channels, actively cooperate with external producers, and form sound cooperation mechanisms to ensure adequate reserves of high-quality content.

Due to strict review processes and numerous institutional regulations, traditional broadcast media face inherent disadvantages in content processing compared to new media. Therefore, they should leverage their strengths by aligning with mainstream ideological trends and conducting scaled production and management based on market research. Only through thorough market investigation can media organizations identify market entry points and opportunities, ensuring targeted program planning, feasible production schemes, and ultimately audience-winning programs. Otherwise, they risk being eliminated by audiences and society. Regardless of circumstances, content resource industrialization must focus on content itself. Production should concentrate advantages, achieve scale, and enable effective resource coordination.

### 3.4 Internal Optimization to Tap Potential

Content resource industrialization operation cannot succeed without talent competition. As a comprehensive project involving information technology, market operations, and journalism, high-quality human resources are the guarantee for traditional broadcast media content resource industrialization. According to incomplete statistics, over 60 top producers left traditional broadcast media for other opportunities between 2015 and 2019, representing significant talent loss. This exodus precisely indicates that traditional broadcast media lack talent competitiveness and have not truly achieved industrialized operation and market-based functioning. Therefore, they must improve talent competition through merit-based advancement. Media organizations should strengthen internal performance management, shift management focus from traditional models to technical talent, foster healthy internal competition, accelerate alignment with market standards in compensation and systems, and use market mechanisms to drive the content resource industrialization process.

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**Author Biography:** Yang Cunzhong (1964-), male, from Henan, Senior Editor. Research direction: Media management.

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

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