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## All-Media Communication: Practice and Reflection (Postprint)

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**Date:** 2023-10-08T00:00:00+00:00

### Abstract

The target path for deep media convergence—implementing all-media communication projects, constructing all-media communication patterns, and building all-media communication systems—is becoming increasingly clear. Through practical explorations in content construction, technical support, and innovative management within all-media communication, this study examines the specific challenges in advancing deep media convergence and seeks breakthrough solutions.

### Full Text

#### All-Media Communication: Practice and Reflection

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**Abstract:** The implementation of all-media communication projects, the construction of all-media communication patterns, and the establishment of all-media communication systems have become increasingly clear as the path toward deep media convergence. Through practical exploration in content construction, technical support, and innovative management within all-media communication, this paper reflects on specific challenges in advancing deep media integration and seeks breakthrough solutions.

**Keywords:** All-media communication; Deep media integration; New mainstream media; County-level media convergence centers; Qilu Daily Group

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### Introduction

With the rapid popularization of the Internet, particularly mobile Internet, the landscape of public opinion has gradually exhibited the characteristics of full-

process, holographic, 全员 (all-staff), and full-effect all-media trends. How to reshape the new mainstream within the tide of the Internet is an urgent challenge facing party media. As deep media convergence continues to advance, the implementation of all-media communication projects, the construction of all-media communication patterns, and the establishment of all-media communication systems have become increasingly clear as the top-level design for promoting deep media integration. The author has been actively practicing, observing, and reflecting on the front lines of promoting deep media integration in the industry. Through participation in various all-media communication exploration projects, the author has deeply contemplated specific difficulties in order to find breakthrough solutions.

## 1. Top-Level Design of All-Media Communication

Media convergence has evolved from building a modern media system in the 13th Five-Year Plan to constructing an all-media communication system [1]. The implementation of all-media communication projects, the construction of all-media communication patterns, and the establishment of all-media communication systems constitute the top-level design of the central government for promoting deep media integration since the 19th Party Congress.

In January 2019, during the 12th collective study session of the Political Bureau of the CPC Central Committee, General Secretary Xi Jinping provided detailed deployment on accelerating media convergence and building an all-media communication pattern. In September 2020, the General Office of the CPC Central Committee and the State Council issued the *Opinions on Accelerating the Deep Development of Media Integration*, which stated the need to “build a mainstream public opinion pattern that integrates online and offline, coordinates internal and external propaganda, and establish an all-media communication system based on content construction as the foundation, advanced technology as the support, and innovative management as the guarantee.”

In March 2021, the *14th Five-Year Plan for National Economic and Social Development and Long-Range Objectives Through 2035* emphasized “promoting the construction of national, provincial, municipal, and county-level media convergence centers (platforms).” In May 2021, during the 30th collective study session of the Political Bureau on strengthening China’s international communication capacity, General Secretary Xi Jinping pointed out that “we must strengthen top-level design and research layout to build a strategic communication system with distinctive Chinese characteristics.”

From the top-level design of “all-media communication,” it is evident that the all-media communication system includes dimensions such as content, technology, and management; the mainstream public opinion pattern includes aspects of online-offline integration and internal-external propaganda coordination; and the all-media communication layout involves four levels: national, provincial, municipal, and county.

The Qilu Newspaper Group (hereinafter referred to as “the Group” ) established in its 14th Five-Year Plan the goal of “comprehensively building an all-media communication system that integrates newspapers (periodicals) and terminals, connects platforms, develops differentially, and shares openly,” continuously strengthening mainstream public opinion and consolidating the core support of the new media group.

## 2. Content Construction Practice in All-Media Communication

In the all-media communication system, content construction is fundamental. The Group thoroughly implements the important instructions made by General Secretary Xi Jinping on the 80th anniversary of Qilu Daily’ s founding, consistently adheres to the correct political direction and public opinion guidance, and actively promotes all-media integrated production. In practice, planning emphasizes interactivity, content emphasizes thoughtfulness, expression emphasizes lightweight design, and integration emphasizes technological sophistication, striving to achieve the combination of positive energy and large traffic through integrated innovation.

In major thematic reports such as epidemic prevention and control, the Two Sessions, poverty alleviation, the brilliant achievements of the 13th Five-Year Plan, and the centenary of the Party’ s founding, the Group actively introduced technical means including 5G, big data analysis, data visualization, geographic information systems, VR, and animation to enrich presentation methods and interactive functions, exploring new ways of producing integrated media products where technology and content are deeply integrated. By introducing artificial intelligence technologies such as speech recognition, facial recognition, and virtual digital humans, the Group has promoted the transformation of all editorial staff toward video content production, adapting to the video expression trend of the all-media era.

In terms of content innovation, various media under the Group have enhanced their integrated innovation capabilities through innovative narrative methods and rich expression techniques, launching a series of hit integrated media products. *Walking Along the Yellow River Beach: My Relocation Story*, which reflects poverty alleviation efforts, won the first prize of the China News Award; *Those Who Hold Pens Can Also Go to the Battlefield, Because Their Predecessors Carried Guns*, which reflects the anti-epidemic spirit, was widely circulated; *Letters to the Frontline*, which was sent to the front lines, has won multiple awards; and the integrated interactive work *In the Same Boat*, which reflects over 60 years of deep bonds between the military and civilians, won the first prize of the Shandong News Award.

## 3. Advanced Technology Practice in All-Media Communication

In the all-media communication system, advanced technology is the support. In January 2019, the Group established a Technology Committee to coordinate

technical talent, projects, and funds across the Group, promoting technical support for deep media integration development. Adhering to the principle of combining “independent research and development” with “strengthening technology through collaboration,” the Group independently develops core production and management platforms while cooperating with third-party institutions on cloud services, new technologies, and infrastructure. The Group actively explores the joint construction, sharing, and use of common technologies and customized development for specific technical needs. Through continuous exploration, technology has gradually been integrated into all aspects of all-media communication.

In practice, new changes have emerged in all-media communication technology. Management and maintenance technologies are expanding to research and development technologies, single-point architectures are migrating to distributed architectures, and small- and medium-scale applications are transforming into large-scale applications. These transformations are precisely to meet the new needs of all-media communication in the Internet environment. By continuously adopting Internet technologies such as load balancing, service clustering, caching, indexing, and content distribution, the Group has built a highly available technical support platform; through cross-regional network dedicated lines and automatic data synchronization mechanisms, it has built a disaster recovery backup system in Jinan and Qingdao; and by coordinating cybersecurity resources, it has built a security integration platform, consolidating the technical foundation for the Group’s deep media integration development.

In terms of technological innovation, the Group treats technology as a production tool, management tool, and innovation tool, integrating it into the innovative practice of all-media communication. The Group’s media convergence center has established a “5G Integrated Media Laboratory,” actively exploring new integrated media scenarios and business forms under 5G environments. Qilu Daily has built an “All-Media Innovation Base,” exploring an all-media production and communication mechanism and all-media project and talent incubation mechanisms with new media as the axis. Qilu Evening News • Qilu Yidian has built a content middle platform, data middle platform, and technology middle platform, exploring new paths for media to empower social governance [3].

#### **4. Innovative Management Practice in All-Media Communication**

In the all-media communication system, innovative management is the guarantee. The Qilu Newspaper Group innovates management methods by integrating technological means. Through the construction of a technical platform, the Group conducts comprehensive management across all dimensions of all-media communication production, distribution, operation, assessment, and training. In production management, general integrated media production tools are integrated into a unified technical platform, and content resources from different clients of various media are pooled into a shared resource pool, achieving joint construction and sharing of technical tools and content resources. In distribu-

tion management, a “one-click distribution” function has been designed to enable the free flow of manuscripts across all terminals under the Group. Distribution ports for “Shandong Hot Search” have been opened on various commercial platforms to centrally push and distribute the Group’s core content resources. In operation management, online and offline integrated media operation activities are carried out by developing network operation systems such as voting, quizzes, and lotteries. In assessment management, assessment rules are continuously optimized, and an integrated assessment system is developed to guide all-media production and distribution. In training management, the “Party Media People” mobile learning and examination platform has been developed to change traditional learning and training methods.

The Group has implemented innovative restructuring of media collection and editing processes, organizational structures, and assessment systems. Breaking through traditional limitations, it has promoted the effective integration of news resources and production factors. In May 2019, Qilu Daily integrated the editing, publishing, and distribution work of newspapers, terminals, and micro-media, 打通 (connecting) the General Editorial Office, Current Affairs and Foreign Affairs Department, and Xinrui Dazhong Operation Center (renamed Qilu Daily Client in October 2019) and the New Media Research Institute, achieving “integration” in processes, business, and personnel to form the Qilu Daily · Xinrui Dazhong Editorial Center. At the same time, various channels of the client were assigned to different editorial departments, forming an editorial process where one collection and editing team simultaneously supports newspaper and terminal production and distribution. In April 2021, Qilu Daily established a new media-centric all-media business framework, setting up nine studios including Economic Network Commentary, User Commentary, Party Media Observation, Video, Integrated Media Brand Communication, Integrated Media Technology, Integrated Media Design and Production, WeChat, and Weibo. Through political and business training, contact point construction, and on-site reporting activities; through systems such as chief editors, project-based work, and studio systems; and through management methods that identify talent during critical moments and key tasks, the Group has promoted the deep transformation of the main force into the main battlefield.

## 5. Multi-Level Layout Practice in All-Media Communication

Data, as one of the core production factors, is the driving force for changes in production methods, lifestyles, and governance methods. The Group continuously explores the important value of data elements in all-media communication, planning and producing big data integrated media products, deeply mining data value to form think tank analysis reports, real-time monitoring of online public opinion and conducting analysis, handling, and public opinion guidance on it, developing and building an intelligent party building cloud platform to promote the quality and efficiency of party building work, and integrating operational data monitoring and analysis to explore precision marketing.

The Group has gradually established a multi-level all-media communication layout covering province, city, county, township, (community), (grassroots contact) points, based in Shandong, facing the nation, and radiating overseas [4]. In August 2019, the Qilu Daily Zibo Media Convergence Center was established, integrating Qilu Daily's Zibo reporter station, Luzhong Morning News, Luzhong Net, and other Group media stationed in Zibo to build a new communication platform [5], exploring a provincial newspaper's integration and cooperation model in prefecture-level cities and various counties and districts. In May 2020, Qilu Daily completed full coverage of 16 city-level local editions and client local channels in Shandong, becoming a major strategic measure to accelerate the pace of integrated development and create a new highland for media development [6]. By the end of 2020, after implementing the grassroots contact point system of "Going to the Grassroots, Strengthening the Four Forces," Qilu Daily had established over 120 grassroots contact points across Shandong Province, taking root at the grassroots level. Qilu Daily also undertakes the international communication task of promoting Shandong externally, having established overseas editions including North American, South American, and Japanese editions. Dazhong Net · Haibao News has established 16 city-level channels and 133 district and county news centers, opened four out-of-province news centers in Beijing, Shanghai, Guangzhou, and Western (Urumqi) regions, stationed full-time journalists in Chongqing, Wuhan, Xi'an, Shenyang, Chengdu, and Shenzhen, and opened official "Haibao News" accounts on major information distribution platforms in Japan and South Korea [7].

## 6. Reflections on All-Media Communication

### 6.1 Reflections on Integration Methods in All-Media Communication

Currently, there are several main models of integration in all-media communication: First, the newspaper-radio-network integration model, such as the establishment of Tianjin Haihe Media Group in 2018, which began exploring a new media pattern of intensive development of newspapers, networks, radio, screens, and terminals [8], commonly seen in municipal and county-level media. Second, the newspaper-radio-network separation model, such as the establishment of Guizhou Colorful Net in 2014 and Hebei Great Wall New Media Group in 2017, which are mainstream media holding shares in newspapers and radio stations and operating in parallel with them, forming a pattern where newspapers, radio stations, and networks each develop integrated media independently [9-11]. Third, the newspaper-network and radio-network separate integration model, where newspaper and radio and television industries each layout new media business based on their original business models to build an all-media communication pattern, commonly seen in central and provincial-level media.

All the above integration models are actively being explored. The author believes that we can also consider the integration method between mainstream media and self-media, where mainstream media leverages its advantages in gate-keeping and professionalism within the media field to organize self-media and

guide public opinion orientation, forming a positive energy mainstream public opinion. General Secretary Xi Jinping once pointed out that “the people have endless wisdom and strength; only by always believing in the people, relying closely on the people, and fully mobilizing the enthusiasm, initiative, and creativity of the broad masses can we gather the mighty force of unity and concerted efforts” [12]. This integration approach is also an active practice of the Party’s mass line. When the author visited the Qihe County Media Convergence Center in Shandong for study, he saw them organizing self-media business exchanges and guiding self-media to focus on central work with positive energy propaganda, achieving good results [13].

**6.2 Reflections on “Building One’s Own Ship” vs. “Borrowing Others’ Ships” in All-Media Communication Platforms** In the practice of all-media communication, building and operating one’s own news client has basically become standard for mainstream media. During the construction of county-level media convergence centers, one county-one-client has also become a common phenomenon. The author has continuously monitored the Android download volumes of 61 news clients on three platforms: Kuchuan, Chanshida, and Qimai, including 5 central media clients, 31 provincial newspaper clients, 6 Shandong clients, 7 communication head clients, and 12 commercial clients. Based on the characteristics shown by the new and cumulative download volumes within the scope of attention, commercial clients consistently rank at the top, with volumes ranging from hundreds of millions to billions. Among mainstream media clients, only some central media clients and a few provincial newspaper clients have exceeded 100 million downloads, about one-third of provincial newspaper clients and some communication head clients have exceeded 10 million, while more media clients have volumes at the million level or below. The author also found during participation in county-level media convergence center acceptance processes that the download volume of one county-one-client is not high either. Developing, building, and operating an independent communication platform requires continuous and substantial investment in technology research and development and infrastructure. For mainstream media, “building one’s own ship” is exceptionally difficult.

Currently, commercial and socialized Internet platforms have gathered a large number of users and services through capital and technology, becoming important user aggregation sites and content distribution platforms. Mainstream media have adopted a “borrowing others’ ships” communication strategy, establishing accounts and publishing content on commercial platforms. Under this model, mainstream media must follow the content format rules, content distribution rules, and content presentation rules of commercial platforms. As mainstream media pools their respective content resources onto commercial platforms, it further enhances users’ willingness to stay on these platforms, making it more difficult for independent communication platforms to attract users. This strategy may quench immediate thirst but cannot solve fundamental difficulties.

All-media communication platforms face a dilemma between “building one’s own ship” and “borrowing others’ ships.” General Secretary Xi Jinping pointed out that we must “build our own mobile communication platforms, manage and use commercial and socialized Internet platforms well, and enable mainstream media to firmly occupy the commanding heights of public opinion guidance, thought guidance, cultural inheritance, and serving the people through mobile communication.” Therefore, no matter how difficult “shipbuilding” is, it must be placed in the primary position, gradually achieving autonomous and controllable communication platforms; under the current environment, “borrowing ships” should also be conducted on the premise of “managing and using well.”

#### **6.4 Reflections on All-Media Communication Platform Construction Within Media Groups**

Within media groups, it is common for each media outlet to establish its own news client, forming a multi-terminal matrix. From the perspective of each media outlet, this is building an independent all-media communication platform and layout an all-media matrix, forming a convergence development trend of traditional and emerging media. However, the construction of independent platforms requires continuous investment in technology, talent, capital, and operation. Some small and medium-sized media find it difficult to sustain, resulting in problems of low total user volume and low active volume for many clients.

Facing this dilemma, an increasing number of media groups are concentrating superior resources to strengthen and enlarge a few major clients, with sub-media outlets joining the group’s main client as their all-media communication platform. For example, Economic Herald and West Coast Daily join Qilu Daily client in the form of channels; Southern Metropolis Daily and Southern Rural Daily join Nanfang Plus in the form of channels; Sichuan Rural Daily joins Chuan Guan News in the form of channels; Beijing Daily client brings together 43 sub-media and sub-accounts under the group including Chang’an Street Zhishi, Jingbao Media, Beijing Daily WeChat, and Beijing Evening News WeChat through a subscription account method; Straits Herald and Minnan Net join New Fujian in the form of channels. This approach not only reduces redundant technical construction and alleviates the platform construction pressure on sub-media but also enriches the content resources of the media group’s main client. Under the trend of “opening up client operation,” the issue of joint liability for content review of sub-media by the main client should not be an insurmountable problem.

#### **Conclusion**

The all-media era has presented a major and urgent challenge for mainstream media: promoting deep media integration, building an all-media communication system, and constructing new mainstream media. This challenge concerns not only the implementation of decisions and deployments but also the assumption of responsibilities and missions, and even more fundamentally, the survival and

development of media organizations. In the process of solving this challenge, all parties need to actively explore and continuously strive to overcome specific difficulties, collect effective solutions, and form replicable and promotable successful experiences.

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