

## Integration and Innovation: The Development Path of University Presses in the Context of Media Convergence (Postprint)

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### Abstract

With the swift advancement of Internet technologies, the convergence between traditional publishing houses and emerging media represents the imperative pathway for the transformation and development of university presses. University presses must capitalize on the epochal opportunities afforded by media convergence, fully embrace an Internet-centric mindset, adjust their development strategies and operational models, and pursue integration with new media across all dimensions—including content creation, talent cultivation, marketing channels, brand building, and audience service—thereby breaking through developmental bottlenecks and invigorating growth momentum.

### Full Text

## Integration and Innovation: The Development Path of University Presses in the Context of Media Convergence

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**Abstract:** With the rapid development of internet technology, the integration of traditional publishing with emerging media represents the inevitable path for the transformation and development of university presses. To break through development bottlenecks and stimulate vitality, university presses must seize the opportunities presented by the era of media convergence, fully embrace internet thinking, adjust their development strategies and business models, and seek integration with new media across all dimensions—including content creation, talent cultivation, marketing channels, brand building, and audience service.

**Keywords:** media convergence; new media technology; university press; brand building; emerging media

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University presses constitute an organic integration and vital component of both higher education and publishing work. Under the new media landscape, they face dual impacts from market competition and media convergence, compounded by inherent limitations such as small scale, dispersed resources, talent shortages, and lack of capital operation. These factors have led to new problems including sluggish development, declining publication quality, and a one-sided pursuit of economic benefits, placing university presses in a state of “sub-health” that seriously constrains their progress. Drawing on years of practical experience in university press work, the author argues that only by promoting deep integration between traditional publishing and new media across content, channels, platforms, operations, and management—pursuing a path of innovative, distinctive, and brand-oriented development—can university presses overcome these bottlenecks.

### 1.1 The Impact of Internet Thinking

Internet thinking—encompassing content thinking, user thinking, social thinking, and technical thinking—has delivered a precise, rapid, and comprehensive impact on traditional university presses. The conventional model of “editing, printing, and distributing” and the publication mindset of “assigning ISBNs” can no longer satisfy readers’ new demands for three-dimensional, precise, and fragmented digital book resources. Traditional supplier-distributor-purchaser channel thinking fails to meet consumers’ diverse purchasing methods and channel preferences, while conventional management models for editing, proofreading, publishing, printing, and human resources cannot keep pace with digital reconstruction. Internet thinking demands that university presses break established mental patterns, abandon path dependency, transform their business philosophies and mindsets, and actively re-examine and redefine every link in the chain—including markets, users, sales, products, and production—while leveraging new media technologies to serve specific readerships proactively.

### 1.2 The Impact of New Media Technology

New media technology has propelled the vigorous development of digital publishing. In less than a decade, digital publishing has evolved from nonexistence to existence, from zero to one, and from one to infinity, with its growth speed and prosperity readily apparent. However, university presses’ understanding of digital publishing remains at the level of digitized versions of traditional books

—namely, “original-format e-books.” True digital publishing possesses characteristics of three-dimensionality, interactivity, speed, and hyperlinks. It is not merely about converting existing paper publications into digital formats, but rather about fully integrating the vast resources traditionally held by publishers through digital means to enable multi-dimensional dissemination, empowering traditional presses with new publishing processes, information carriers, and user experiences. The integration and application of new media technology must preserve the collection value of traditional paper books while creating simple yet humanized products through sophisticated design, delivering reading experiences that transcend paper-based books.

### **1.3 The Impact of Internet Platform Channels on Traditional Marketing**

University presses’ traditional marketing channels primarily rely on procurement from fixed customers through Xinhua Bookstore, book companies, and high-quality private textbook distributors, maintaining a simple supplier-dealer-purchaser transaction relationship. This single-channel approach and limited coverage constrain the development of traditional book publishing. Internet resource databases offer rich and extensive content with rapid dissemination speed. Online original literature websites, e-commerce platforms like Logical Thinking and Dangdang have not only encroached upon traditional book sales channels and market share but have also assumed the function of developing new book types and literary carriers, comprehensively seizing traditional books’ sales share.

### **1.4 The Impact of New Book Publishing Talent**

Most university presses have now completed their “enterprise system reform,” with staff comprising both permanent and contract employees. However, long-standing influences from the traditional institutional system have created deeply entrenched technological and business concepts. Many lack profound understanding of digital publishing technology, concepts, and methods, exhibiting strong mental inertia and technical barriers that prevent effective integration of existing resources with new media technologies, resulting in low integration efficiency that constrains business development. In the media convergence era, university presses must establish overarching concepts of “culture, media, and editing,” develop a comprehensive editorial philosophy, strengthen workforce development, equip employees with “all-media” comprehensive skills, enhance their abilities to analyze, evaluate, and integrate media products, improve their capacity for positive audience interaction, and cultivate appropriate work behaviors and habits to meet the demands of the times and enable talent to truly function within media convergence.

## 2.1 Integration and Innovation of Internet Thinking

Only by correctly and thoroughly integrating internet thinking into their existing mindsets can university presses change their rigid, mechanical approach to integration and achieve genuine conceptual fusion. In product development, they must consider both the traditional author-to-work-to-reader chain for knowledge transmission and employ the internet's "user thinking" concept to adopt reverse thinking and precise positioning based on "reader needs" —planning topics and seeking authors from the perspective of reader demand to deliver needed media and content efficiently. In business expansion, they should both leverage existing channel advantages for active promotion and apply internet "traffic thinking" to create diverse content presentations, attracting followers and enhancing stickiness through high-quality books and "internet celebrity authors" to implement a "traffic operation" strategy. In platform construction, they must maintain offline platform functions while applying internet "big data thinking" and "platform thinking" to build integrated media platforms and data information service platforms that combine "collection, editing, distribution, and service" to satisfy authors' and readers' new demands for deep data mining and interactive viewpoints exchange. In business philosophy, they should preserve traditional concepts while employing internet "crossover thinking," using "crowdsourcing" and "subcontracting" to seek high-quality third-party partners, allowing professionals to handle professional tasks, optimizing resource allocation, and creating win-win cooperation. Additionally, they should apply internet "extreme thinking" to emphasize branding, conduct in-depth cultivation, refine content, and shape strong brand images to form unique development advantages and characteristics.

## 2.2 Integration and Innovation of Emerging Media Technology

Emerging media technology is launching a profound technological revolution against traditional book publishing. University presses must integrate and graft new media technology by focusing on three key aspects. First, they should emphasize technology grafting by recruiting new talent in big data, mobile development, and software engineering to apply digital, image, audio, and video technologies to traditional books, making them more three-dimensional and convenient, enhancing information capacity and readability, and improving reader experience and practicality. Simultaneously, they should conduct precise positioning analysis of readers and integrate different media technologies according to actual needs, presenting emerging book products in entirely new forms. Second, they must emphasize content innovation by closely monitoring changes in reader demand and consumption concepts, keeping pace with new era requirements for the book industry, enhancing their sense of crisis and innovation, and particularly stressing content innovation during book product planning to reflect the fashion and strong appeal of new books. They should break traditional mental constraints, overcome their own limitations, and seek cooperation with platform companies, network companies, film institutions, and carrier manufac-

turers, allowing professionals to handle specialized tasks to find optimal presentation methods and dissemination channels for published content. Third, they should emphasize leveraged development. In the media convergence era, university presses possess resource advantages but also face technical shortcomings and weaknesses. With limited capital strength, technical constraints, and single communication channels, they must learn to leverage forces, extensively carry out strategic cooperation and collaborative innovation, use market mechanisms to optimize content and technology allocation, combine innovative elements, and pursue a path of “low-cost, high-efficiency” and “win-win cooperation and integrated development.”

### 2.3 Integration and Innovation of Marketing Channels

University presses’ traditional textbooks can continue securing support from their parent universities, striving for policy support and funding for academic publishing while encouraging teachers to publish books and teaching materials at the university press. This creates a “university-press integration” effect that helps university presses firmly attract outstanding authors and enhance their influence. Digital books can be promoted and sold through community marketing, requiring university presses to build and effectively utilize three types of “communities.” The first is self-built communities by the press itself, leveraging existing book sales systems and platforms like WeChat public accounts, WeChat groups, and QQ groups to smooth communication channels with readers and comprehensively understand their needs. The second is opinion leader communities, established through third-party institutions or vertical self-media operations that rely on the personal charisma and influence of self-media founders to form communities and conduct marketing activities. For example, Luo Zhenyu of Logical Thinking combines book recommendations with multiple media channels and personal influence to break traditional concepts and overcome professional limitations between online and offline media. The third is specialized interest communities, which operate and refine content to release audience-interesting materials through new book recommendations and guides, increasing audience interest and enabling groups with shared interests to gather around the network community, freely exchange ideas, and expand community scale for book promotion. Simultaneously, university presses should accommodate different consumers’ purchasing methods and channels by building a three-dimensional, composite terminal channel structure and integrated platforms that combine textbook content, teaching resources, online reading, and online purchasing. They should adopt new “Internet + traditional channels” marketing methods that combine online and offline, bulk and customized purchasing, traditional paper and digital media, and product sales with service value-added. This new internet marketing mindset, model, and channel will inevitably lead presses to new profit growth points by shifting from supplier markets to demand markets, from single book purchases to digital platform interactions, and from selling products to selling services.

## 2.4 Integrated Cultivation of Emerging Technical Talent

Under the original public institution system, university press employees, like university faculty, enjoyed system benefits and reform dividends without truly experiencing market resource allocation tests. To meet the demands of emerging technologies, university presses need to cultivate and build high-quality innovative talent teams by strengthening training for existing staff to enhance their market awareness, overall situation awareness, development awareness, and competitive consciousness, gradually cultivating them into creative talents who understand market economy laws, possess an era-development perspective, and have strong innovation capabilities. Concurrently, university presses must have development awareness, forward-looking vision, and crisis consciousness to strengthen the introduction and reserve of new talent. To this end, they need to cultivate and reserve three types of talent. The first is high-end leading talent, whose role is self-evident. These individuals can stand at the industry's commanding heights, grasp development trends, formulate strategies, and plan development paths to help presses achieve leapfrog development. Presses must attach great importance to cultivating or introducing high-end leading talent and employ flexible incentive mechanisms to fully mobilize and leverage their core roles, as this is key to press success.

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

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