

Dilemmas and Countermeasures in the Convergence Development of Traditional and Emerging Media: Postprint

Authors: Chen Yanling

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Abstract

The deep convergence and development of traditional media and new media constitutes the inevitable path to achieving sustainable development under the circumstances of continuous evolution and advancement in information technology. To advance the convergence process between traditional and emerging media, it is imperative to align with current media development trends and comprehend broader social development patterns, adopt effective measures to address the challenges encountered during convergence, and ultimately realize complementary advantages. Throughout this convergence process, the competitive relationship must be transformed into a benign competitive-cooperative dynamic characterized by mutual assistance and joint development, thereby optimizing resource allocation and enhancing communication efficacy. This paper begins by analyzing the advantageous characteristics of both traditional and emerging media as well as the necessity of convergence development, and subsequently explores several effective strategies for convergence development in response to the current challenges they face.

Full Text

Preamble

Title: Dilemmas and Countermeasures in the Integrated Development of Traditional and Emerging Media

Author: Linzhi Daily, Publicity Department of Linzhi Municipal Committee, Tibet Autonomous Region, Linzhi, Tibet 860000

Abstract: The deep integration of traditional and emerging media represents an inevitable path for seeking long-term development amidst continuous advances in information technology. Promoting this integration requires aligning

with current media development trends and recognizing broader social dynamics, adopting effective measures to address the dilemmas encountered during the integration process, and ultimately achieving complementary advantages. Throughout this integration, competitive relationships must be transformed into healthy, mutually supportive competition that fosters collaborative development, thereby optimizing resource allocation and enhancing communication effectiveness. This paper begins by analyzing the distinctive strengths of traditional and emerging media and the necessity of their integration, then explores effective countermeasures for integration in response to current challenges.

Keywords: Traditional media; Emerging media; Integration methods; Content enhancement

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The development of internet and information technology has given rise to various emerging media platforms. These platforms offer rapid dissemination and simple transmission channels, enabling swift growth while simultaneously posing significant challenges and impacts to traditional media. Both traditional and emerging media possess unique advantages, but long-term development in the new era necessitates complementary integration strategies to secure a position in the competitive media market. However, the integration process faces several dilemmas that hinder progress. This reality demands proactive exploration of integration strategies to seize opportunities, overcome obstacles, and achieve deep integration that promotes stable market development.

2. The Necessity of Integrated Development

In recent years, the rise of emerging media has substantially transformed China's media landscape. Advances in internet and information technology have created enormous opportunities for emerging media, gradually establishing them as primary channels for information acquisition. Against this backdrop, traditional media must leverage their distinctive characteristics and strengths to actively explore integration with emerging media as a prerequisite for survival and sustainable development. Emerging media, in turn, must overcome their developmental disadvantages through integration, collaborating with traditional media to identify optimal strategies under new market conditions. This involves adopting novel communication management mechanisms and development models to address integration challenges and achieve efficient, smooth convergence.

1.1 Advantages and Characteristics of Traditional Media

Compared with emerging media, traditional media's advantages lie in three areas: organizational management, editorial capabilities, and team building [1]. Through years of accumulated experience, traditional media have developed clear workflows and robust systems. They exercise stricter control over information content and publication processes, resulting in higher accuracy and proper social orientation in their reporting, effectively preventing the spread of false information. With well-defined social responsibilities, traditional media maintain rigorous assessment, supervision, and management systems from journalists to distribution channels, ensuring media credibility.

1.2 Advantages and Characteristics of Emerging Media

Emerging media and traditional media represent two sides of the same coin—a relative concept. Currently, “emerging media” primarily refers to online media [2]. Its main characteristics include rapid information dissemination, rich content, and significant advantages in information reception. Audiences can receive information faster and provide immediate feedback through interactive platforms that facilitate multi-directional communication, allowing users to freely participate in discussions and greatly enhancing communication convenience.

3.1 Unclear Integration Methods

While the integration of traditional and emerging media represents an inevitable trend, lack of experience has left integration methods ill-defined, hindering effective consolidation. Although technical advantages can compensate for certain weaknesses, the diversity of integration approaches complicates decision-making. Some media organizations simply transfer functions between traditional and emerging platforms without genuine integration, while others merely borrow emerging media technologies superficially, resulting in unprofessional operations that severely constrain development. Consequently, exploring integration methods and establishing clear development directions remain critical challenges.

3.2 Weak Integration Awareness

Despite the overall market trend toward integration, most traditional and emerging media have only achieved superficial convergence without deep cognitive understanding. Additionally, practitioners' mindsets constrain integration progress. Some view integration merely as departmental mergers or staff reductions, lacking effective inter-departmental communication and thus failing to achieve genuine convergence. Therefore, actively transforming mindsets and recognizing the importance of integration constitutes a primary concern.

3.3 Imperfect Management Systems

Long constrained by administrative management systems, both traditional and emerging media require management reform for successful integration. While conventional management systems—modeled after state institutional frameworks—offer clear functions and norms, they suffer from overlapping structures and redundancy [3]. Integration demands combining the strengths of both systems to achieve management transformation that addresses these deficiencies.

3.4 Competition for First Publication Rights

Media operations fundamentally involve compiling and refining editorial content to capture audience attention and maximize publication impact. Both traditional and emerging media depend on this model, making competition for first publication rights a major conflict. For instance, after the editorial department gathers information, traditional media journalists must process and schedule content for designated times and sections—a time-consuming process. Emerging media, however, can publish instantly, making first publication rights a primary point of contention.

4.1 Transform Development Concepts and Establish Integration Awareness

Transforming development concepts represents the first step toward integration. Only by recognizing integration's importance can organizations pursue it resolutely. Traditional and emerging media must actively shift their development philosophies to establish firm integration awareness, providing a solid ideological foundation for deep convergence. Given that some traditional media still lag in their development concepts, strengthening internet thinking and transforming mindsets is essential. Moreover, some traditional media mistakenly believe that simply creating mobile applications or websites constitutes integration, yet ineffective operations prevent genuine convergence. Therefore, fully understanding integration's advantages, transforming original development concepts, pursuing integrated development, and strengthening inter-media learning can gradually fill knowledge gaps and achieve true deep integration.

4.2 Improve Management Systems to Meet Integration Requirements

Scientific and sound management systems are crucial drivers of integration. To accelerate convergence, practitioners must leverage their professional expertise to formulate comprehensive management systems for effective integration and innovation. This process must address not only content management but also personnel, operational technology, and media systems to achieve holistic integration. By allocating human resources and clarifying departmental responsibilities, practitioners can enhance their familiarity with integrated operations. Estab-

lishing specialized production, technical, and operational departments while effectively supervising staff can boost enthusiasm and maximize human resource development, thereby improving integration efficiency. Although traditional media have undergone several reforms, they have not completely shed the drawbacks of old management systems, hindering integration progress [4]. Therefore, breaking traditional management constraints, introducing advanced management concepts and technologies, and restructuring organizational frameworks are key to achieving integration.

4.3 Strengthen Content Construction to Solidify Integration Foundation

Content construction is fundamental to integration. Only through deep content integration can a solid foundation be established for genuine convergence. Therefore, integration should prioritize content construction, providing higher-quality content tailored to audience needs and reading habits to enhance attention and core competitiveness. The internet development philosophy of “user demand and open sharing” can be applied to information dissemination for more effective integration [5]. Emerging media’s advantages include providing audiences with direct visual materials—graphics, audio, video—that facilitate viewing while enhancing interactive communication and enabling mass dissemination in short timeframes. Traditional media can leverage these content and distribution advantages to enrich their offerings. Simultaneously, traditional media must capitalize on their own strengths, relying on high-quality professional capabilities for specialized information extraction and creation to produce content that is both substantive and socially responsible. Integration should preserve each medium’s distinctive features and advantages while optimizing them according to market demands. Emerging media’s interactive strengths represent a notable advantage that should be fully utilized to introduce audience interaction into the communication process.

4.4 Apply Emerging Technologies to Build Digital Development Platforms

Technology is a crucial factor supporting integration. The process requires leveraging both media’s strengths to achieve seamless convergence, scientifically applying emerging technologies to build digital platforms that advance integration. Media organizations must enhance their capabilities in developing, applying, and disseminating editorial content while building technical platforms to support editorial development. Before publication, expanding distribution scope can help secure market initiative. Therefore, utilizing emerging technologies is an important driver for smooth integration development.

Specifically, organizations should actively use emerging technologies to establish databases for storing user information, enabling convenient access and analysis to optimize editorial content and push strategies. Accelerating integration

workflows and improving information docking efficiency between traditional and emerging media can deepen media influence and reach broader audiences [6]. For mobile terminals as a distribution channel, vigorous development and digital platform construction can extend media reach, delivering more timely and comprehensive information to meet audience demands. Emerging technologies can also assist in establishing management platforms for effective resource integration and staff supervision, maximizing information's market value and enhancing competitiveness.

4.5 Build Talent Teams to Provide Integration Support

Talent is the primary productive force. High-quality media talent teams are the backbone driving integration, making talent construction essential for accelerating convergence. Traditional media practitioners generally possess strong editorial capabilities and professional competence in information processing, but require training in new media technologies. Emerging media, being relatively new, have imperfect management systems and lower personnel requirements that also need improvement. Therefore, to promote faster and better integration in this technology-driven media convergence era, organizations must intensify training efforts, actively recruit specialized talent, and build high-quality teams through multi-party collaboration to ensure smooth implementation. With such talent teams, organizations can more quickly identify editorial priorities, locate audience interests, develop potential customers, and solve integration problems, enabling more effective information dissemination and enhancing adaptability in the new media market. As media practitioners, maintaining lifelong learning and continuous self-improvement is essential for providing strong support for integration.

4.6 Leverage Social Forces to Broaden Integration Paths

Current market realities reveal that many traditional and emerging media face operational challenges, particularly regarding substantial upfront investment requirements for integration that create financial pressure. To address this, organizations can utilize policy and market environments while leveraging social forces to broaden integration paths and alleviate financial pressures. Government support is also necessary, with policy incentives for media enterprises actively exploring integration. Additionally, market expansion through social forces and multi-channel promotion systems proves effective. In the new era, promoting traditional and emerging media development requires transforming disadvantages, leveraging social forces to expand markets, establishing core concepts based on audience preferences, producing corresponding content, and ensuring timely distribution. Many media platforms are attempting to establish long-term partnerships with operators to build stable publication platforms, achieving positive results.

In summary, the integrated development of traditional and emerging media

represents an inevitable trend amid rapid internet and information technology development. Addressing practical integration problems requires patience and innovative thinking. Only by correctly recognizing each medium's strengths and weaknesses and implementing complementary, win-win strategies can integration barriers be overcome, achieving the goal of deep convergence and creating a new prosperous landscape for the media market.

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Author Profile: Chen Yanling (1982-), female, from Golmud City, Qinghai Province, intermediate professional title, research focus: news editing.

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

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