

Strategies for Market-oriented Development of Traditional Media in the Context of Media Convergence (Postprint)

Authors: Liu Yi

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

Abstract

With the rapid development of informatization and digitalization, the morphology and connotation of media have undergone tremendous changes. How traditional media can adapt to the new environment in market-oriented development and create greater value is a core issue facing traditional media. Against the backdrop of media convergence, traditional media must begin with conceptual transformation and implement comprehensive reforms in multiple aspects including structure, technology, content, and market channels, thereby providing a more solid foundation for the market-oriented development of traditional media.

Full Text

Abstract

With the rapid development of informatization and digitization, the form and connotation of media have undergone tremendous changes. How traditional media can adapt to the new environment and create greater value in market-oriented development has become a core issue facing the industry. Against the backdrop of media convergence, traditional media must begin by transforming their concepts and implement comprehensive reforms in structure, technology, content, and market channels to provide a more solid foundation for their market-oriented development.

Keywords: media convergence; traditional media; marketization; strategies

1.1 Basic Connotation

For a long time, traditional media, as a form of mass communication primarily including radio, television, and newspapers, has regularly released information

to the public, enriching people's lives, work, and entertainment while maintaining strong credibility and authority. In contrast, new media utilizes network and digital technologies to disseminate diverse information to audiences through computers, mobile phones, and digital televisions on both regular and irregular schedules. Characterized by rapid dissemination, strong interactivity, and freedom from temporal and spatial constraints, new media has quickly gained widespread popularity and become an indispensable part of people's lives.

1.2 Current Status of Media Convergence

Driven by continuous government promotion, the scope and depth of convergence between traditional and new media have become increasingly evident. The Third Plenary Session of the 18th Central Committee proposed the significant task of promoting media convergence, and the central government issued the "Guiding Opinions on Promoting the Convergence Development of Traditional and Emerging Media." This convergence has demonstrated complementary characteristics during its development. Some traditional media have built online platforms and established sound development norms, laying a solid foundation for their operations. Various institutions and social organizations have also created diverse platforms such as online commentary sections, making decision-making more open and transparent, effectively safeguarding the public's right to know, and creating favorable conditions for the integrated development of traditional and new media.

1.3 The Necessity of Media Convergence

The integration of traditional and new media aligns with contemporary developmental trends. General Secretary Xi Jinping has articulated new requirements for the overall objectives, work concepts, requirements, and implementation paths of media convergence, paving the way for this integration. Traditional and new media possess distinct developmental characteristics, and their convergence requires leveraging respective advantages to promote long-term development. Media convergence provides the public with greater discourse power and enhances their right to know, fully demonstrating media's practical functions. In reality, new media platforms, with their rich information and strong interactivity, have gradually become the primary platform for public opinion. Simultaneously, we must recognize traditional media's advantages, including abundant resources, credibility, and authority. Through effective integration, complementary strengths can be realized, ensuring the overall effectiveness of mass communication and achieving both economic and social value.

2. Challenges in Media Convergence

2.1 Imperfect Management Systems

Compared with new media, traditional media operates under relatively rigid management systems with significant deficiencies in human resource allocation,

employee performance evaluation, and salary distribution, preventing organizational personnel from fully utilizing their strengths and causing numerous problems in work coordination. New media management mechanisms lack effective legal and regulatory support, creating many uncontrollable factors in market operations. Additionally, questions remain regarding the prioritized dissemination of information sources during the convergence process. The investment in talented personnel is another critical consideration. New media started relatively late and requires improvement in both theoretical foundation and practical experience. Without fully learning from traditional media's strengths, effective convergence cannot be achieved.

2.2 Uneven Comprehensive Quality of Media Personnel

The convergence development of traditional and new media demands higher comprehensive quality from media practitioners. However, the actual quality of media personnel remains uneven. Some traditional media staff have limited understanding of new media technologies, constraining the convergence process. Conversely, some new media practitioners have weak knowledge of traditional media, requiring improvement in both breadth and depth of understanding. This directly results in a lack of effective technological integration. While most professional computer personnel master the technical capabilities for new media network applications, practitioners in both new and traditional media primarily focus on media communication knowledge and lack deep cognition of new media technologies, negatively impacting traditional media's strategic transformation and market-oriented development.

2.3 Insufficient Mutual Utilization

In the initial development stage, traditional and new media mainly replicated and copied information sources. While traditional media had relatively extensive information sources, new media platforms lacked capabilities in information collection and independent editing, serving merely as copy platforms and extensions of traditional media in a subordinate position. Although traditional media possesses quality resources, it has weak development consciousness and lacks effective integration of new media knowledge. Furthermore, traditional media has applied network technology sparingly, demonstrating weak innovation in communication methods, channels, and levels.

2.4 Lack of Rational Planning

In media convergence development, traditional media's dominant position is evident. Having long established sound industry planning that provides correct guidance, traditional media currently lacks effective development plans for integration with new media, easily causing multiple problems during convergence and affecting its practical effectiveness.

2.5 Unreasonable Target Concepts

While scientific and technological developments in new media provide a good foundation for convergence, traditional and new media maintain relatively unreasonable target concepts. The development process faces new problems, such as lagging research on new media ideology and inconsistent value concepts. Traditional media primarily promotes national policies, creates favorable public opinion environments, and disseminates positive social energy. Some new media platforms incorporate vulgar, negative information to attract attention. Without consensus on communication concepts, media convergence will be constrained.

3. Strategies for Market-Oriented Development

3.1 Strengthening Marketization and Integration Awareness

Under the impact of new media platforms, traditional media has welcomed favorable development space, making media convergence an inevitable social trend. Traditional media should adapt to this trend, promptly transform concepts, and enhance marketization and integration development. In market-oriented development, traditional media should establish a “people-oriented” philosophy, fully consider audience characteristics, leverage inherent advantages, and advocate diversified cooperation models. Traditional and new media can achieve complementary advantages and enhance industry influence. With a long development history, traditional media has established brand effects and abundant resources, enjoying strong credibility and influence among the public. However, its communication channels remain relatively fixed and singular. Supported by network and information technologies, new media offers more diversified channels with strong timeliness, providing greater convenience for audiences despite relatively weaker brand effects and credibility. Traditional media must fully utilize new media’s advantages in market-oriented development, combining both strengths to provide favorable media environments. We must recognize that media convergence is not simply additive but requires top-down design and unified thinking across all personnel for common progress.

3.2 Introducing Social Capital and Improving Operational Structures

As China’s socialist market economic system deepens, traditional media has transitioned from public institutions toward market-oriented and corporate models. Global economic integration and informatization have increased the difficulty of traditional media’s market-oriented development. Traditional media should seize opportunities, promptly transform management concepts, and explore new systemic reform paths. By gradually improving internal capital structures, optimizing capital operation models, enhancing resource allocation efficiency, and expanding capital influence, media convergence can be accelerated. The market management system profoundly influences media technological innovation and application, inevitably impacting tradition during marketization. On one hand,

appropriately lowered media standards will attract more private enterprises, increasing industry competitiveness. On the other hand, favorable capital market conditions should be leveraged to encourage capital-driven media enterprises to go public, enhancing market competitiveness and continuously improving operational structures. As internal capital increases, enterprise industrial chains extend significantly. However, traditional media lacks flexibility in capital application. Market-oriented development itself involves continuous resource integration and utilization, requiring traditional media to clearly identify strengths and weaknesses, seize development opportunities, promote effective resource integration, continuously expand overall industrial scale, and improve industrial operation effectiveness.

3.3 Strengthening New Technology Application and Consolidating Technical Foundations

With its intelligence, convenience, and interactivity, new media platforms have profoundly impacted all aspects of people's lives. Continuous media technology upgrading is necessary to adapt to market-oriented trends, create favorable conditions for new and old media integration, and promote sustainable traditional media development. In convergence development, traditional media should emphasize effective application of various advanced technologies, continuously broaden information scope, diversify report content, and steadily improve dissemination efficiency and guidance capabilities. For example, *Southern Metropolis Daily* has fully leveraged converged media advantages in its market-oriented development by launching web 精华版 (essential web editions) and email editions, enabling mobile subscriptions and viewing. Technology is indispensable in media convergence development, providing solid momentum for traditional media's market-oriented development.

3.4 Strengthening the Construction of a Unified Scientific Development Concept

For traditional media industries to achieve effective transformation, they must first construct a unified scientific development concept, which is also the primary approach to promoting diversified media convergence. The media industry must prioritize integrating existing media and resources while ensuring connectivity among various media and resources. This involves synchronously integrating structures encompassing print-web exchanges, WeChat platforms, electronic newspapers, Weibo platforms, content, graphics, and media files, while promoting the popularization and application of new media and technologies. For general television media, to ensure scientific and sustainable development goals remain stable, customized media convergence design plans are required, including system planning, media networking, content innovation, and technological improvement. New media technology popularization should be promoted based on general media, utilizing its development advantages to guide and improve traditional media. Traditional media should not be abandoned during this process;

instead, traditional and new media technologies should develop synchronously, adhering to scientific development planning with reform and innovation as key foundations for industry transformation.

3.5 Introducing Internet Development Concepts

As a special type of media, the Internet's success lies not only in its communication efficiency and influence but also in its broad audience base. Therefore, traditional media must incorporate more Internet development concepts during transformation, such as information sharing, user interactivity, and open media resources. The specific direction should reference main characteristics of network resources: "enrichment, real-time updating, and synchronization." Moreover, customer thinking should be obtained through network-based approaches, referencing general e-commerce marketing models to construct a "Who-What-How" pathway with customer requirements as the primary reform basis. This implements a series of processes including demand analysis, production planning, market positioning, brand promotion, update research, sales channels, after-sales service, and design innovation. The service philosophy of "the customer is king" should be integrated into industrial planning, fully reflecting new media's diversified, multi-party, timely, and interactive transmission characteristics. This enables real-time network-based communication with customers to obtain latest demands, influence customer psychology, serve customers, and ultimately achieve maximum social and value benefits.

3.6 Industry Structural Integration

The traditional media industry must also strengthen its own structural integration, particularly during the convergence process with new media, to avoid the current "lone advance" phenomenon and reinforce complete integration systems. In human resources, employment systems should be effectively improved while strengthening talent team construction to ensure diversified acquisition of professional personnel. Current human resource management systems should be integrated, emphasizing not only the introduction of professional talent but also the cultivation of existing personnel. Effective systems should retain key technical talent, such as internal reward and punishment mechanisms, which not only ensure technicians' sense of responsibility but also clarify their goals and development directions—the primary pathway for rapid traditional media transformation. To ensure incentive system effectiveness, the media industry must also research general evaluation methods, particularly improving traditional single quantitative assessments with evaluation indicators focusing on work efficiency, professional responsibility, and work attitude as core elements.

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(Author’ s affiliation: Shanxi Datong Radio and Television Station)

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

Source: ChinaXiv –Machine translation. Verify with original.