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## On the Development Path of Media Convergence in the New Era: Postprint

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### Abstract

Against the backdrop of the information age, the information revolution has swept across every corner of modern society like towering waves crashing against the shore, leading to the emergence of new media in response to the times and fundamentally transforming interpersonal information exchange patterns. New media, founded upon advanced information technology, has become the evident new trend in media development. Consequently, for traditional media to keep pace with the times and position themselves at the forefront of media convergence, they must strategize according to the trend, act in response to the trend, and advance along with the trend. This article first conducts an in-depth analysis of the principal challenges confronting media convergence development under the new circumstances, and subsequently undertakes a thorough and meticulous exploration of the pathways for media convergence development, proposing specific countermeasures for reference.

### Full Text

#### A Preliminary Discussion on the Path of Media Convergence Development Under New Circumstances

**Abstract:** Against the backdrop of the information age, the information revolution has swept across every corner of modern society like turbulent waves crashing on the shore, giving rise to new media that conforms to the era's development and fundamentally transforming the ways in which people exchange information. New media, born from advanced information technology, has become the new trend in media development. Therefore, for traditional media to keep pace with the times and take the lead in media convergence, they must strategize according to the trend, act in response to it, and move along with it. This article first provides an in-depth analysis of the main problems facing media convergence development under the new situation, and then, based on this

analysis, conducts a thorough and detailed exploration of the path for media convergence development, proposing specific countermeasures for reference.

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With the rapid development of information technology, all sectors of society have undergone earth-shaking changes under the new situation. For the media industry, new media based on information technology undoubtedly conforms to the trend of the times, creating an entirely new mode of information dissemination that inevitably poses a severe impact on traditional media. At the same time, under the profound influence of information technology, the information acquisition and reading habits of the general audience have changed dramatically, with fragmentation becoming their primary characteristic [1]. It is precisely because of these changes that media convergence has become the main development trend in the media industry. All traditional media must face up to and attach importance to the challenges and opportunities brought by new media, actively integrate with new media, and actively explore the path of media convergence development. Only in this way can they keep pace with the times rather than being left far behind by the wheels of history.

## 1. Problems in Media Convergence Development Under the New Situation

The problems facing media convergence development under the new situation mainly concentrate in the following aspects: First, insufficient understanding of convergence. In recent years, the Party and the state have been promoting media convergence, and the vast majority of traditional media have generally accepted the concept of media convergence development [2]. However, their understanding of media convergence undoubtedly remains at a relatively superficial level. Constrained by inherent thinking, they fear making changes, adhere to old ways, and gradually lose market competitiveness in the face of impact from new media. Second, management system constraints. Influenced by market economy factors, many traditional media have begun market-oriented operations in recent years. However, the constraints and influences of the past administrative management system still remain, leading to problems such as organizational overlap and overstaffing that still exist to varying degrees. It is precisely because of the management system of traditional media that various incompatibilities exist in the media convergence process. Third, problems in convergence methods. Many traditional media, failing to deeply understand the connotation of media convergence, simply believe that media convergence means “traditional media + new media,” resulting in various problems in their convergence methods that directly affect the convergence process and effective-

ness. Finally, a severe shortage of media convergence talent. Regardless of the era, talent remains a crucial factor restricting the development of the media industry. Against the backdrop of media convergence, media practitioners will inevitably face greater work challenges and higher requirements for their professional capabilities. Judging from the current state of media convergence, the problem of talent shortage is widespread. Therefore, for traditional media to achieve media convergence development, they must attach sufficient importance to the shortage of media convergence talent.

## **2. The Path of Media Convergence Development Under the New Situation**

### **2.1 Correctly Understanding Media Convergence**

General Secretary Xi Jinping has emphasized on multiple occasions the need to accelerate media convergence development. It can be said that media convergence represents the general trend. Facing the impact from new media, if traditional media want to consolidate and strengthen their propaganda positions and regain more discourse power, they must undertake media convergence. To achieve media convergence, the first step is to correctly understand it, forming new thinking and concepts adapted to media convergence development, and to integrate and embed media convergence from a conceptual perspective. First, adhere to “content is king.” For media, the status and role of content are unquestionable, though they have become more complex under the impact of new media. Despite the tremendous changes in media content production methods, dissemination forms, and transmission paths against the backdrop of media convergence, both platforms and channels are merely carriers of content, and what audiences ultimately see is still the content. Therefore, traditional media must unwaveringly adhere to the principle that content is king. Second, prioritize channels. In the era of media convergence, media is both information and channel. For traditional media to timely report the content they produce, they must rely on channels. Therefore, channels currently play a crucial role. In promoting media convergence development, channels must be given priority in planning, layout, and development. It is necessary to establish a channel system encompassing radio, newspapers, television, magazines, Weibo, WeChat, SNS, outdoor billboards, as well as venues such as restaurants, supermarkets, airports, hospitals, buses, and subways, seamlessly connecting these channel resources to achieve true integration of communication channels.

### **2.2 Improving and Perfecting the Management System**

Essentially, media convergence is a way for traditional media to achieve optimal resource allocation by increasing the number of media platforms [3]. The increase in media platforms inevitably places new demands on the management system of traditional media. As mentioned earlier, it is precisely the various problems in the existing management system of traditional media that directly

constrain the media convergence process. Therefore, in promoting media convergence development, traditional media must improve and perfect their original management system to form a “1+1>2” advantage that better adapts to the requirements of media convergence development. Taking Tianjin Daily Newspaper Group as an example, in promoting media convergence development, it first addressed the management system by adjusting the group’s organizational structure, clarifying property rights regarding assets, finance, and personnel between the group and its subsidiaries. Each subsidiary media, especially new media, must conduct independent accounting and be responsible for its own profits and losses. Currently, Tianjin Daily Newspaper Group has more than 20 subsidiaries and 17 independent accounting units. To strengthen internal control, these independent accounting units must sign corresponding business target agreements with the group, proposing annual profit targets and clearly defining corresponding reward and punishment measures. This attempts to refine management measures, strengthen cost accounting, raise awareness of conservation, and establish a two-way assessment of business indicators and profits. It is reported that since improving and perfecting the management system, the responsibilities of each subsidiary unit have become clearer, their sense of autonomy has become stronger, and their enthusiasm for media convergence work has been fully mobilized.

### 2.3 Building an All-Media Matrix

In recent years, the “central kitchen” model has undoubtedly been a highlight in China’s media convergence development process and has become an important path for promoting media convergence [4]. However, many traditional media only see the surface of the “central kitchen,” deliberately pursuing image and grandeur, inevitably leading the “central kitchen” construction into a misunderstanding. Although they spend substantial funds to build large-scale physical spaces with big screens, they neglect the most critical conceptual transformation and converged media processes, resulting in an embarrassing situation of being unable to make ends meet due to excessive investment. Therefore, many traditional media should fully recognize their actual situation. If they do not have sufficient financial resources, they should not engage in such high-profile “central kitchen” construction but should instead explore building a light-asset all-media matrix. The key is to vigorously change the mindset of traditional media practitioners and reconstruct content production forms and processes according to the characteristics and production patterns of both traditional and new media. It is necessary to break the long-standing production thinking and path dependence of traditional media, with the editor-in-chief and responsible editors stationed at the converged media center to dispatch and command the entire media group’s all-media collection, production, and dissemination, and to strictly control the form, broadcast sequence, and information capacity of works published across various media. This helps transform traditional media’s original “fixed, directional, and singular” communication method into new media’s “social, mobile, and diversified” multi-form converged products and

converged communication methods. At the same time, actively strengthen cooperation with external media and gradually open up the communication ports of influential self-media platforms such as Weishi, Douyin, and Toutiao, thereby further expanding communication scope and influence. For example, during the National Two Sessions in March 2019, Gansu Daily, Gansu Daily Newspaper Group, and Gansu New Media Group, in order to bring readers the freshest and most resonant voices from the Two Sessions, on the one hand dispatched a frontline reporting team of 24 elite staff members to Beijing, who would track new hot topics and capture good voices from the Two Sessions with comprehensive vision, multiple angles, and deep levels. A reporting team of more than 100 editors and reporters in the rear echoed the frontline team. On the other hand, while doing a good job in news reporting for *Gansu Daily* and its subsidiary newspapers, they integrated the all-media matrix including the New Gansu client, Daily Gansu website, Gansu mobile newspaper, Palm Lanzhou client, and Weibo and WeChat accounts of “Gansu Daily,” “Daily Gansu,” and “Gansu Release,” working in the same direction with integrated sharing. Using new technologies, new methods, and new platforms, they presented the grand occasion of the Two Sessions in an all-round, multi-perspective, and three-dimensional manner.

#### 2.4 Leveraging 5G Technology for Convergence

In recent years, as a revolutionary upgrade in information transmission, 5G technology has become a hot topic in academic and communications circles [5]. The birth of 5G technology with higher speed and lower latency seems to provide a new approach for media convergence development, which will greatly boost media convergence and enable traditional media to achieve better cross-border integrated development. In the early stages of media convergence, there was de facto singular separation. Along with the continuous development and expansion of media, media information has become more comprehensive, authentic, and vivid. Starting from television, cinemas, computers, mobile phones, AR, VR, and others, the integration of information technology and media has already begun to emerge. Among them, AR and VR are the most representative in media applications. Compared with early radio, fax, and newspapers, VR can achieve direct access to news scenes and 360° reporting. This helps make media reports appear more authentic and can also demonstrate the breadth and depth of media coverage. Although using AR and VR for news reporting in 4G applications has been a relatively bold attempt, some problems have consequently emerged, such as insufficient resolution, unrealistic scenes, and possible physical discomfort for some viewers if they watch for too long. However, if 5G technology is applied to media convergence, these problems can be well solved. Compared with 4G, 5G has stronger throughput and transmission capacity. This astonishing data transmission can naturally better meet the needs of AR and VR, effectively solving problems such as insufficient transmission capacity and information delay. In practical applications, it will produce very strong driving effects for film experiences, gaming experiences, live shooting, ultra-

high-definition media, and collaborative media content production. Currently, many intelligent devices have emerged, such as intelligent security systems, intelligent vehicles, and smart homes. It is believed that with the support of 5G technology and the continuous deepening of intelligence, the media industry is likely to usher in an even more disruptive era. Applying 5G technology to media convergence will put media convergence on the fast track under the guidance of 5G technology, prompting more tremendous changes in the presentation methods of traditional media, which will become ubiquitous. The development of traditional media will become broader and deeper, and its integration with information technology will become more thorough. For example, Shandong Radio and Television Station has continuously strengthened in-depth cooperation with 5G operators technically, built a VR live broadcast system, and conducted technical reserves for the normalization of future 5G+VR live broadcasts. It has also fully utilized the characteristics of 5G to actively explore a “5G+” converged media product system, making products more holographic and diverse, interactive experiences more comfortable, and dissemination more powerful. In addition, Shandong Radio and Television Station’s “Lightning News” client, together with frontier technology enterprises such as Huawei, Shandong Unicom, Shandong Telecom, and Shandong Television Vision Technology, has achieved multi-dimensional ultra-high-definition signal full coverage centered on the above Two Sessions journalists with 5G+VR, making “holographic” more “full-effect.” Intelligent media presentation and full-effect communication have “accelerated and shifted gears” for reporting, achieving all-round coverage, all-weather extension, and multi-field expansion of news communication.

## 2.5 Building a Media Convergence Talent Team

Media convergence is not only reflected in formal integration but also in adjustments across multiple links such as content production, content distribution, and operation. Against the entire backdrop of media convergence, both traditional and new media need to make appropriate adjustments and improve production, operation, and position allocation. Under the new situation, media convergence requires media practitioners to understand the characteristics of media convergence, master new work models in the context of media convergence, and be able to quickly integrate and process chaotic information, all of which test the professional quality of media practitioners [6]. In response to the widespread shortage of media convergence talent in the media industry, building a high-quality media convergence talent team is extremely urgent. First, raise the importance attached to media convergence talent cultivation. In the management practice of media practitioners, all media have fully recognized that “human development is the hard truth,” fully understanding the importance of media convergence talent cultivation for media convergence development and media industry prosperity. They should regard media convergence talent cultivation as an important path for media convergence development and media industry prosperity. Senior management personnel of each media organization should deeply understand what practical difficulties their employees face

in the media convergence process, promptly identify what specific problems exist in their employees' media convergence process and professional growth, and only by accurately grasping the pulse can they prescribe the right remedy. This helps them quickly recognize their deficiencies and problems in media convergence, creates a sense of urgency to improve their comprehensive qualities, stimulates their learning motivation, and guides them to actively and proactively access and learn media convergence-related knowledge and skills. Second, scientifically set education and training content. Various media can identify and collect the main problems employees encounter in media convergence and professional growth through pre-interview surveys, frontline research, and new employee symposiums, and then prepare corresponding education and training content targeting these main problems to make the prepared content more targeted. For example, training on the use of new media convergence technology tools such as UGC, PGC, AGC, video editing tools, SNS publishing, WEB publishing, large-screen interaction, and column APP publishing can improve employees' media convergence technology operation capabilities. Also, cultivating media convergence talents under the construction of a media convergence business production platform can train them into "multi-capable" talents who can speak, write, shoot, record, edit, and plan, while simultaneously possessing abilities in information splitting, data analysis, information reorganization, and visual design. Finally, in terms of personnel selection and employment, break the past method of direct appointment by superiors, consider both internal cultivation and improvement, and also consider using market-oriented recruitment mechanisms to recruit more high-quality media convergence talents from more channels, continuously enriching the existing media convergence talent team, continuously improving the comprehensive quality of the entire media convergence talent team, and striving to build a media convergence talent team with excellent technology, fast response speed, and both professionalism and innovation, providing strong human and intellectual support for promoting media convergence development.

In summary, under the new situation, media convergence development must grasp both convergence and management. Only in this way can we ensure that media convergence development can continuously advance along the correct direction. Through induction and summary, it can be found that the problems in media convergence development under the new situation are mainly reflected in three aspects: insufficient understanding of convergence, management system constraints, and a severe shortage of media convergence talent. Based on this, this article proposes the path of media convergence development under the new situation from five aspects: correctly understanding media convergence, improving and perfecting the management system, building an all-media matrix, utilizing 5G technology for convergence, and building a media convergence talent team, hoping to play a certain role in promoting China's media convergence development.

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

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