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## Media Convergence Must Truly Integrate and Become One: The Post-print of Practice of Media Convergence Development at the Chun' an County Thousand Island Lake Media Center

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### Abstract

The convergence and integrated development of traditional and emerging media constitutes an overarching trend. This article, drawing upon the spirit of General Secretary Xi Jinping' s important speeches and the central government' s major strategic deployment for comprehensively deepening reform, reviews and summarizes the explorations and practices of the Chun' an County Thousand Island Lake Media Center in advancing media convergence development. Many of its successful approaches demonstrate innovation and provide guidance for county-level media organizations nationwide.

### Full Text

## Media Convergence Must Truly Integrate and Become One: Practices from the Media Convergence Development of Chun' an Qiandaohu Media Center

**Abstract:** The convergence of traditional and emerging media represents an inexorable trend. This article, grounded in General Secretary Xi Jinping' s important speeches and the central government' s major strategic deployment for comprehensively deepening reform, reviews and summarizes the explorations and practices in advancing media convergence at the Chun' an Qiandaohu Media Center. Many of its successful approaches demonstrate innovation and provide guidance for county-level media organizations nationwide.

**Keywords:** convergence development; all-media; communication system

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Currently, news organizations have largely reached a consensus on the need for media convergence. However, it remains common practice to simply graft new media onto traditional media without achieving genuine integration. Based on the exploration and practices of the Chun' an Qiandaohu Media Center in recent years, only through continuous advancement in media convergence and innovation—truly integrating traditional and new media into a unified whole—can we enhance the reach, guidance, and influence of news and publicity work.

In recent years, the rapid development of new media platforms such as “two micros and one end” (WeChat, Weibo, and news apps) has created new circumstances for news and public opinion work. From the perspective of media development patterns, an increasing number of people now choose to obtain information from new media, with younger generations particularly relying on the internet as their primary channel for accessing news, expressing viewpoints, and maintaining social connections. Consequently, some traditional media have experienced shrinking audience sizes and declining market shares. From the perspective of evolving public opinion ecosystems, emerging media have substantially enhanced their capacity to set agendas and influence public opinion in certain domains, challenging the dominant position and primary channel role of traditional media. Under these new era conditions, news organizations must further clarify their mission and responsibilities by grasping the correct direction, identifying their proper positioning, and focusing on key priorities. Only through proactive, bold innovation and courageous practice to achieve genuine media convergence can they consolidate and strengthen their position as mainstream media and better fulfill their role in guiding public opinion.

## **1. Expanding the Public Opinion Battlefield from Traditional to New Media Domains**

Faced with the new situation of rapid new media development, traditional mainstream media should actively explore pathways for convergence development, achieving transformation from “plus internet” to “internet plus,” and continuously forge ahead through overcoming difficulties and innovative development. In recent years, the Chun' an Qiandaohu Media Center has upheld the all-media concept and leveraged new information communication technologies. While running *Today's Qiandaohu* newspaper to maintain its mainstream public opinion position, the center has successively launched the Qiandaohu News Network, Qiandaohu Forum, and pioneered among county-level media in Zhejiang Province the Chun' an Mobile Newspaper, outdoor electronic screen media, the “Palm Qiandaohu” app, the “Micro Qiandaohu” mobile website, and the “MeiMeiGou” WeChat-based crowdfunding e-commerce platform. The center has also consolidated and integrated operations of “Chun' an Release”

and a three-minute audio version of Qiandaohu news, creating an all-media cluster that integrates paper media, PC terminals, mobile platforms, and outdoor displays while sharing text, image, audio, and video resources.

The Qiandaohu News Network now has 530,800 registered users; the “Palm Qiandaohu” app serves over 50,000 households; and the “Chun’ an Release” WeChat account has more than 150,000 followers, consistently ranking among the top five government WeChat accounts in Zhejiang Province. It was awarded the 2016 Top Ten Zhejiang Government New Media Comprehensive Influence Award and the Zhejiang “Golden Public Opinion Award · Top Ten Government Releases.” A powerful outdoor publicity network formed by 22 electronic screens has been established. The center has also innovatively launched three original news programs—*Today’ s Qiandaohu* newspaper reading program, *Illustrated Chun’ an*, and *Qiandaohu People’ s Livelihood News*—marking national firsts among county-level media that attracted coverage from China National Radio and *Zhejiang Daily*. “MeiMeiGou” was recognized in the 2016 Top 100 Most Investable Innovative Chinese Media Projects. Guided by the concept of “liberating your eyes,” the center pioneered the three-minute audio version of Qiandaohu news in Zhejiang Province. In April 2017, the Qiandaohu Media Center received the 2016 Zhejiang County-Level Regional Newspaper “Media Influence Award,” becoming the only unit in the Hangzhou region to receive this honor and winning a provincial-level award for the third consecutive time following two previous “New Media Construction Awards.”

By actively utilizing various new media platforms to release authoritative, mainstream, and fresh news information—especially during emergencies and critical moments—new media can fully leverage their advantages of immediacy, speed, and interactivity to voice positions and demonstrate attitudes. At the end of 2016, employing new technologies, the center for the first time used Alibaba Cloud technology to conduct WeChat and VR live broadcasting of the 14th County Party Congress and the “Two Sessions,” with the Party Congress livestream page accumulating 20 million views, creating a new media broadcasting miracle that was reported by *Zhejiang Daily*. In June 2017, when the county experienced its fourth major rainstorm since the rainy season began, with towns and villages suffering varying degrees of danger, the center promptly released over 100 authoritative updates on flood relief efforts through newspapers, websites, mobile newspaper alerts, multimedia messages, outdoor electronic screens, WeChat, Weibo, and mobile apps. Particularly noteworthy was the front-page story “These 10 Stories from the Rainstorm and Flood Are Moving,” published on June 27, which comprehensively reported exemplary deeds of grassroots party organizations, party members, and the masses in flood fighting and rescue efforts, unifying the will of cadres and the public and boosting morale, thereby creating a favorable public opinion environment for achieving victory in flood relief and disaster recovery.

## 2. Prioritizing Guidance Management with Comprehensive Coverage

In the process of new media development, the Qiandaohu Media Center has adhered to the principle of emphasizing management alongside construction, exploring and establishing integrated organizational structures, communication systems, compensation mechanisms, and management models. To establish systems and mechanisms compatible with media convergence, the center began with personnel systems, improved assessment and incentive mechanisms, and accelerated the enhancement of editorial staff's new media application capabilities. Work practices adhere to the "three closeness" principle (close to reality, close to life, close to the masses), implement "three-level planning" (center planning, department planning, individual planning), enforce "three assessments" (performance assessment, field reporting assessment, and ABC draft assessment), and conduct "three activities" (on-site writing competitions, photography contests, and essay evaluation activities). The center also employs "three forms of expression" (storytelling, popular language, and internet language). Measures such as centralized training, study tours, professional exchanges, mentor-mentee pairing, departmental rotation exercises, and external secondments have been introduced, along with monthly "Nine Excellence" work evaluations and director's commendations to continuously improve news editing and reporting quality.

Simultaneously, the center strictly implements content review and approval systems: the Qiandaohu Forum operates 24-hour duty shifts; the news website and outdoor electronic screen media conduct regular emergency drills; and all new media platform manuscripts follow the newspaper's editorial review system, implementing a three-tier review process by editors, duty chief editors, and the chief editor to strictly ensure political, factual, and textual accuracy and establish correct public opinion guidance. For many years, the Qiandaohu Media Center's various media platforms have experienced no political or directional issues, with relatively few textual errors, fully demonstrating the authority and credibility of the mainstream media platform.

## 3. Advancing Communication Platforms from Individual Addition to Three-Dimensional Integration

Currently, a common and pressing problem in media convergence development is the simple grafting of traditional and new media without achieving genuine integration. To meet the needs of integrated production and segmented communication, a key focus of media convergence is optimizing media resource allocation through technological innovation and process reengineering, internally connecting various media forms within the system and externally interfacing with various platform resources to achieve interconnection, sharing, and centralized management across different channels and platforms. This effectively addresses issues of functional redundancy, content homogenization, and dispersed resources, thereby maximizing the integration and development of news productivity.

To this end, the Qiandaohu Media Center has reorganized its original newspaper-oriented institutional structures and editorial processes. Based on the needs of all-media news gathering, editing, and distribution, the center has implemented a large-department system, restructuring seven internal departments (Office, News Department, Special Publications Department, Network Editorial Department, Mobile Newspaper Editorial Department, Chun' an Release Editorial Department, and Advertising Department) into eight internal departments: News Department (responsible for all-media news planning and editing), Special Topics Department (responsible for all-media special topic planning and editing), Video Department (responsible for all-media video news shooting and public welfare and special topic video production), Network Department (retained, responsible for Qiandaohu News Network [including mobile website] editing, forum management, public opinion monitoring, and Palm Qiandaohu information editing and distribution), Mobile Department (Chun' an Release Editorial Department, responsible for information editing and distribution on mobile terminals such as Chun' an Mobile Newspaper and Chun' an Release), Technology Department (responsible for all-media information construction, platform technology support and development, etc.), Office (retained, responsible for daily administration, logistics support, financial management, and newspaper typesetting), and External Cooperation Department (responsible for all-media advertising operations).

Through institutional reorganization and editorial process reengineering, the center has essentially achieved the transformation of various media resources and production elements from simple “addition” to multi-dimensional “integration.” In particular, news gathering and editing operate through a single command center that utilizes one information source to simultaneously produce multiple news products, enabling cross-departmental collaboration, full-form aggregation, and multi-terminal distribution according to preset themes. To accommodate this operational mechanism, the center became the first county-level media organization in Zhejiang Province to launch an all-media database and online OA office system, establishing a unified command and dispatch “central kitchen” that truly realizes “one-time collection, multiple generation, multi-channel distribution, and convergent communication,” effectively improving the production efficiency and influence of all-media news. On World Book Day, April 23 this year, the center dispatched an all-media reporting team that simultaneously released comprehensive coverage of the nationwide reading day activities and the opening ceremony of the new library through four terminals—newspaper, computer, mobile, and outdoor—while conducting WeChat and VR live broadcasting that reached over 500,000 audience members. This exemplifies the advantages of all-media combined force.

#### 4. Transforming Discourse Expression from Didactic Indoctrination to Storytelling

Only by transforming work styles and improving writing styles, writing more news stories that the public loves to read and watch, and telling Chun' an stories well, can we continuously enhance the appeal, guidance, and influence of news reporting and establish a solid foundation for media convergence. In recent years, the Qiandaohu Media Center has deepened the “Go, Transform, and Improve” campaign among editorial staff. Through weekly meetings, monthly news planning sessions, “reporter immersion” programs, and “News + Service” initiatives, the center guides journalists to write more fresh news “covered with morning dew,” enabling positive propaganda to gain greater social attention and mass appeal. While continuously digging deeper and enriching reporting content, the center innovates reporting forms through text, images, videos, and other means. In recent years, the number of award-winning news works from the Qiandaohu Media Center at all levels has increased annually, with rising award levels. In the 2016 China County-Level Regional Newspaper News Awards, 16 news works won awards, achieving remarkable results, while 11 news works received the 2016 Zhejiang County-Level Regional Newspaper Good News Award.

Additionally, the center actively explores market-oriented operation models for new media communication projects. In recent years, organized activities such as the Chinese Eloquence Talent Training and Selection, Junior Reporter Corps, New Year Goods Festival, Qiandaohu No. 1, Legal Publicity Month, Fenkou Passenger Transport Center and Bus Line Opening, Xiajiang Village Vineyard Opening, and Jiangjia “Wenyuan Lion City” Opening have become local branded activities in Chun' an. These activities not only enhance social influence and visibility but also provide greater space for media convergence development.

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

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