

# **A Preliminary Analysis of the Convergence and Innovation of Provincial Terrestrial Media Business Models in the Context of Media Convergence (Postprint)**

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## **Abstract**

With the advent of new media, China's overall media development has undergone tremendous transformation. Influenced by the history of television development, the current mainstream television media in China still primarily comprises CCTV, provincial satellite television, and ground channels. Firstly, from the perspective of development planning among the three, ground channels exhibit relatively weaker overall communication influence compared to the other two. To enhance development momentum, ground channels must reform their development approach and identify a suitable path forward through bold innovation. This paper conducts an in-depth investigation into the development of this innovation-oriented path.

## **Full Text**

### **A Brief Analysis of the Convergence and Innovation of Business Models for Provincial Terrestrial Media in the Context of Media Convergence**

#### **Abstract**

With the intervention of new media, China's overall media landscape has undergone tremendous transformation. Influenced by the history of television development, China's current mainstream television media still primarily consist of CCTV, provincial satellite TV, and terrestrial channels. Among these three entities, terrestrial channels possess relatively weaker overall influence compared to the other two. To strengthen their development, terrestrial channels must reform their development strategies and seek suitable paths through bold in-

novation. This paper provides an in-depth investigation into this innovative development trajectory.

**Keywords:** New Media; Provincial Terrestrial Media Management; Innovation

## 1. Bold Reform for Diversified Development

In today's new era, particularly in the age of burgeoning new media, all media organizations must undergo varying degrees of convergence and innovation in their development paths. Those that cling to conventional promotional strategies and refuse to adapt will inevitably be eliminated by social development trends. Under current circumstances, radio and television media cannot rely solely on traditional development models to expand their influence. The new era represents an all-media epoch that demands reform and innovation. Radio and television media must strengthen self-management through reform, integrate new development approaches to secure abundant resources, and enhance their capabilities through innovation.

In recent years, major provincial satellite TV stations have adopted diverse management methods, training their development teams and optimizing management models, thereby achieving significant developmental leaps. Introducing modern management models imperceptibly renders overall development more rigorous, enabling terrestrial media organizations to establish complete organizational systems with distinctive positioning. This approach enhances developmental potential, allowing stations to not only maintain firm control over various programs but also gradually expand their development capacity.

Different media entities exhibit fundamental differences in their development positioning. Provincial terrestrial media essentially differ from CCTV in both the authoritative nature of their content and their emphasis on audience affinity. During development, media organizations must clearly recognize these differences and effectively accomplish primary innovation in their development models by integrating and complementing these distinctions.

Provincial terrestrial channels must maintain mainstream thinking in today's multi-level media environment. By combining others' successful experiences with their own perspectives, they can fundamentally foster subsequent diversified development. High-quality developmental thinking is universally applicable. Provincial terrestrial channels should emphasize introducing external industrial resources to establish special industrial thinking chains, thereby achieving dual innovation in management and operational thinking within the current television media landscape.

Terrestrial channels must clearly identify their own developmental advantages and priorities. In organizational operations, they should prioritize comprehensive reform and development as fundamental requirements, recognizing that all internal components are interconnected. Therefore, effective reform must adopt reasonable and comprehensive strategies to render innovation more meaning-

ful. Innovation inherently includes convergence, and media management should emphasize rational resource utilization through consolidation to steer development toward favorable directions. During systemic reform, provincial terrestrial channels cannot limit themselves to partial modifications; they must pursue comprehensive development reform with the bigger picture in mind, fundamentally broadening their original development paths.

## 2. Leveraging Strengths to Enhance Differentiated Competitive Influence

China's current new media development trend remains attached to traditional methods, causing operations to become conventional and preventing the infusion of fresh ideas, thereby hindering developmental advancement. Innovation equates to enhancement. Without integrating new operational concepts, development directions face excessive uncertainties and factors, diminishing competitive advantages and potentially reversing developmental progress. This characterizes most of China's current radio and television industry, which pursues stable development while neglecting innovation. While stability may seem achievable from an internal perspective, this approach lags far behind other new media from a societal development standpoint. Television media possess substantial resource reserves, and innovation will better expand future development paths. Therefore, relevant managers should implement developmental innovation in practice, transforming their development models to achieve sustainable growth.

Provincial terrestrial channels must recognize current development situations, actively adopt various improvement measures, and strengthen their competitiveness to survive in social media development. Provincial terrestrial media must possess social insight, exploring self-innovative advantages by integrating various media strengths with individual capabilities. Current television content primarily consists of dramas, variety shows, and news. Provincial terrestrial channels must recognize their developmental patterns and select optimal content. Initially, provincial terrestrial channels held special advantages in drama broadcasting, with unique audience segmentation, strong audience relevance, and local life proximity providing rare and excellent resources. However, evolving times and shifting audience viewing habits have gradually suppressed these early advantages, creating significant uncertainty for drama broadcasting on terrestrial channels.

In terms of variety shows, terrestrial channels' limited financial capacity prevents substantial investment and large-scale platform development, resulting in ratings that cannot compare with other satellite TV stations. Therefore, the current development situation of terrestrial channels warrants serious reflection. This demonstrates that all social developments entail absolute uncertainty. To achieve stable enhancement, one must approach from the perspective of convergence and innovation, fundamentally completing self-development model innovation according to complementary advantage principles.

Given this, provincial terrestrial channels must recognize their developmental subjects. With their audience base and local cultural resources, they should first prioritize their own characteristics, fully utilizing local resources as central attractions for audiences. Second, provincial terrestrial channels differ fundamentally from other media in their specialized social influence, which partially determines public opinion trends. However, this does not mean they can rely on traditional developmental factors for capacity improvement. Provincial terrestrial channels must establish their own brand effects, focusing on dislocation competition strategies that shift audience attention and strengthen audience affinity to effectively enhance development opportunities. Third, with their unique humanistic development advantages, provincial terrestrial channels can achieve differentiated competitive opportunities by transforming their development direction in all-media competition.

### **5. Innovating Incentive Mechanisms to Cultivate Excellent Television Talents and Leading Figures**

First, provincial terrestrial channel managers must possess comprehensive innovative thinking, establishing harmonious development environments by improving overall management mechanisms. Managers should emphasize talent development, focusing on cultivating thinking capabilities to significantly enhance core team values. Second, they must establish comprehensive and effective reward and punishment systems, using material benefits and other rewards to capture employee focus, enabling them to devote ample energy to effective project operation and development. Managers should distinguish talents' advantages and specialties, allowing employees to maximize special benefits in their positions. Finally, managers must match special positions to different employees based on their abilities. In current media development, they should reasonably select outstanding talents and adopt appropriate reform measures according to development trends, thereby ensuring provincial terrestrial channels' development advantages are well utilized.

### **3. Implementing Program Transformation and Upgrading Strategy to Build Brand Programs**

Although terrestrial channels have established solid audience bases by developing distinctive features, the new era of reform has witnessed major provincial satellite TV stations and CCTV channels launching various customized program innovations. These efforts have improved overall program quality while simultaneously dividing terrestrial channels' advantages. The current era is characterized by prevalent new media operations, with Chinese media organizations seeking stable development through copyright import policies. Relying solely on external protection without penetrating internal operations makes it difficult to find breakthroughs for future innovation. Moreover, terrestrial channels' economic constraints prevent them from competing with other satellite TV stations

in overall project investment and brand development. Direct competition at this juncture would likely create bottlenecks for terrestrial channel development.

In this social context, provincial terrestrial channels' primary task is achieving comprehensive reform and innovation to improve their programs and enhance project competitiveness. Currently, to highlight their audience affinity, provincial terrestrial channels have made people' s livelihood programs their developmental foundation. However, the daily triviality and roughness of people' s livelihood issues create certain negative social impacts. Therefore, to enhance developmental elements, provincial terrestrial channels must start with people' s livelihood programs and perfect their overall advantages to elevate channel development.

First, provincial terrestrial channel development must permeate the concept of "people' s livelihood." News columns can transition from people' s livelihood news to public news, fundamentally enhancing social credibility and authority. Second, they must improve promotional efficiency according to the primary value orientation of people' s livelihood news, guide public opinion trends, promote correct socialist values, and fundamentally foster harmonious social development.

#### **4. Moving Toward Convergence: Implementing Cross-Media, Cross-Regional, and Cross-Industry Cooperation**

With new media' s effective dominance, media convergence represents the inevitable social trajectory for future development. Provincial terrestrial channels should actively seek solidarity and cooperation to fundamentally enhance sustainable development. Provincial terrestrial channels must advance at the forefront of social development, validating their advantages by aligning with contemporary trends. Terrestrial channel media inherently possess innovative advantages, including broad audience bases that can influence partial public opinion trends. Therefore, in future development, terrestrial media must transform their thinking modes, seeking optimal development paths through multi-angle interactions.

First, provincial terrestrial channels should actively improve application models by effectively introducing electronic technology to comprehensively enhance media promotion efforts. Second, they must integrate internet and television broadcasting media, ensuring both deliver content to audiences immediately to fundamentally increase program type visibility. Finally, on the basis of effectively consolidating self-development capabilities, they should achieve cross-regional cooperation across different areas to fundamentally enhance development influence.

#### **Conclusion**

In summary, under the current new media development background, television media must not only possess unique talent teams but also maintain specific inno-

vative spirits. Media culture not only reflects media organizations' value orientations but also fundamentally influences local cultural systems. When pursuing self-development paths, provincial local channels should enhance media visibility by implementing differentiated competition strategies. Future positioning will inevitably focus on convergence development. Therefore, provincial local channels must accelerate their development pace, promote unity and cooperation across various fields through reform and innovation, and fundamentally sustain their sustainable development.

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