

# Transformation Response Strategies for Local Television Stations in the All-Media Era: Post-print

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## Abstract

The rapid development of internet technology and the mushrooming emergence of new media have led to the contemporary world being characterized as the all-media era. Against this backdrop, various media outlets are engaged in fierce and continuous competition. Technological advancements have given rise to a plethora of emerging media forms, with new media such as “two micros and one end” (Weibo, WeChat, and news client apps), mobile phones, and internet TV emerging in an endless stream, which has posed considerable impact on local television stations. We must conscientiously analyze the characteristics of the all-media era and effectively undertake the transformation of local television stations. Only by transforming themselves into new-type converged media with competitiveness, dissemination capacity, credibility, and influence can traditional media gain the initiative and win the future.

## Full Text

### Preamble

The rapid development of internet technology and the proliferation of new media have ushered in what is known as the all-media era. In this context, intense competition continuously occurs among various media outlets. The advancement of technology has spawned numerous emerging media forms, including “two micros and one end” (Weibo, WeChat, and news apps), mobile devices, and internet television, posing significant challenges to local television stations. A thorough analysis of the all-media era’s characteristics is essential for successfully transforming local TV stations. Only by reinventing themselves as new-type integrated media with enhanced competitiveness, dissemination capacity, credibility, and influence can traditional media secure their future.

**Keywords:** all-media era, local television stations, transformation, strategies

## 1. The Arrival of the All-Media Era

The all-media era represents a significant evolution from traditional media, characterized by greater advancement and innovation. A key distinction lies in the audience: all-media consumers exhibit far stronger participation and interactivity than their traditional media counterparts. With expanded choices beyond local television, audiences increasingly engage with internet platforms, Weibo, WeChat, and other digital tools. The all-media era liberates media consumption from temporal and spatial constraints, enabling people to access any television channel anytime, anywhere via tablets, mobile apps, and other channels. Furthermore, continuous advancements in new media technology have addressed previous limitations of traditional media, offering features such as program selection, repeat viewing, interactive commenting, and bookmarking. In essence, the all-media era has created a new media landscape, providing audiences with more choices and access channels. While local TV stations face substantial challenges, this era also presents opportunities to expand their reach, diversify dissemination pathways, and capitalize on emerging advantages to achieve successful transformation and usher in a new development phase.

### 2.1 Loss of Audience

The all-media era, deeply integrated with high technology, has catalyzed the emergence of new media forms. As a novel phenomenon, new media features rapid dissemination, extensive reach, and diversified methods and channels. Many local TV stations in China have failed to keep pace with all-media trends or fully integrate with new media. Stations clinging to traditional operational models inevitably suffer significant impacts, most notably audience loss and declining ratings. Many stations have blindly reformatted programs without adequately considering audience preferences, interests, and concerns, alienating their existing viewership. Moreover, as entertainment-oriented programs dominate contemporary culture, stations must enhance their content's entertainment value to avoid losing audiences to overly serious programming.

### 2.2 Conceptual Transformation

The all-media era's impact on traditional media has simultaneously fostered new media development, fundamentally transforming industry perspectives. Television stations must proactively shift their mindset, discarding obsolete concepts to achieve better growth. First, to transcend traditional television's singular format, stations should reposition their business models to incorporate new media presentation forms. Second, to forge a distinctive all-media development path, stations must leverage local resources while intensifying innovation efforts. Finally, they should adapt to evolving trends, explore transformative approaches, apply internet thinking to improve operations, and expand platform coverage.

### 3.1 Adhering to “Content is King” to Enhance Guidance

Content remains the foundation of media survival, both past and present. For local TV stations undergoing integrated transformation in the all-media era, “content is king” remains paramount. While emphasizing technological leadership and innovation-driven development, media integration must consistently prioritize content quality to secure competitive advantages. To maintain their dominant position, traditional broadcast media should complement emerging media’s strengths, preserve broadcasting’s core values, and infuse traditional operations with new media DNA. For news media, content is always the core competitive advantage and the key to success; media integration development must fundamentally rest on content construction.

Stations must uphold correct public opinion guidance, emphasize positive propaganda, and disseminate positive energy for society. Concurrently, they should establish talent training mechanisms to rigorously develop staff expertise through education and practice, building a robust workforce capable of selecting uplifting content and attracting audiences through distinctive reporting methods. Programs such as *The Reader*, *Voice*, and *Super Speaker* exemplify this approach, addressing contemporary life concerns, focusing on meaningful issues, and delivering positive content that has earned widespread audience acclaim.

### 3.2 Adhering to “Innovation is Key” to Enhance Influence

Innovation is essential for journalism’s reform, development, and strengthening. Supported by advanced technology and grounded in content construction, stations must innovate communication methods and accelerate capacity building. The internet is driving unprecedented transformation in the media landscape. Under the “Internet Plus” paradigm, TV stations should transform their development models and mindsets, embracing open thinking and innovative broadcasting. With “innovation is key,” stations should actively develop new media businesses including video websites, internet TV, IPTV, and mobile apps, promoting integration between program content and new media, offline activities, urban public services, and e-commerce. This “TV + Internet + Industry” model facilitates integrated development of traditional and emerging media.

Leveraging equipment advantages, stations should adopt a user-centered approach, extending reporting reach based on audience preferences and concerns. Hosts must continuously improve their professional knowledge, stage experience, and performance capabilities to conduct more in-depth reporting and better control programs. Stations should provide platforms for staff to learn social knowledge and enhance hosting skills, helping them understand real-world phenomena to improve on-air performance and program control.

Additionally, stations should market-orient their innovations, adjusting broadcast schedules when necessary to capture audience attention and refreshing program formats to stimulate viewer curiosity. For instance, *Happy Boys* and

*Happy Girls*, once popular, have seen declining ratings due to format stagnation and audience fatigue. Conversely, *Produce 101* achieved remarkable success by shifting from individual to group performances, conducting bi-weekly assessments that created on-stage spectacle and drove online popularity and ratings.

### 3.3 Adhering to “Integration First” to Enhance Dissemination Capacity

The all-media era operates on sharing-based dissemination. To promote TV station development, “Internet Plus” thinking must reconstruct news production processes and integrate pathways, transitioning from traditional to all-media production models. This evolution involves moving from “addition” to “integration,” from “two separate entities” to “one coordinated system,” and from “physical aggregation” to “chemical reaction,” thereby promoting integration in collection/editing, platforms, content, and activities. New media technology should fuse traditional and emerging media development, enabling complementary advantages to build a diversified, competitive, influential, and dissemination-capable new-type media group.

To establish a three-dimensional integrated dissemination system, advanced technology must support the convergence of traditional and emerging media across channels, platforms, and content. Through whole-station coordination, multi-screen synchronization, and user interaction, stations can normalize live broadcasting of major local news and events. Keeping pace with technological frontiers, stations should adopt mobile live streaming, VR, AR, and other advanced technologies, using wireless breakthroughs to advance “Smart Broadcasting” and “Mobile Broadcasting” initiatives. The “central kitchen” model should serve as the cornerstone, with programs and information services as core support, building a mobile internet ecosystem that fully satisfies users’ diverse and personalized needs.

### 3.4 Adhering to “Talent as Foundation” to Enhance Competitiveness

Strengthening talent team construction, improving employment systems and incentive mechanisms, and cultivating “all-media” and “compound” new-type media talents are critical for promoting deep integrated development of local traditional media. Following the “four directions and four actions” requirements, local TV stations must adhere to people-oriented principles, creating quality and warm-hearted works that address people’s needs and concerns. Station personnel must hold themselves to high standards, enhance professional capabilities, and become all-media and expert talents. To improve overall efficiency, local TV stations must transform their operational systems and implement modern management structures.

While new media professional team construction has deficiencies, traditional media’s talent development is well-established; strengthening talent exchange

between the two can be mutually beneficial. New media's superior timeliness in information acquisition and release can be leveraged through professional talent to accelerate publication timelines.

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

*Source: ChinaXiv — Machine translation. Verify with original.*