

Seizing the Initiative in Media Convergence Development: A Postprint Study on the Current Status and Trends of Media Convergence at Tibet Daily

Authors: Gao Qin, Wu Bing, Hao Guannan

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Abstract

To seize the initiative in media convergence development, first, it is essential to focus on enhancing news innovation capabilities, scientific management capabilities, and three-dimensional communication capabilities, strengthening the mainstream ideological and public opinion position, and achieving complementary advantages and integrated development between traditional and emerging media; second, to break through the bottlenecks of traditional editorial operations and overcome challenges such as weak new media development and lagging technical support platforms; and finally, to vigorously promote all-media construction through convergent technology projects, achieve reengineering of editorial processes through structural adjustments, and drive deep media convergence through institutional and mechanism innovations.

Full Text

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Abstract: Seizing the initiative in media convergence development requires, first and foremost, enhancing news innovation capabilities, scientific management capabilities, and three-dimensional communication capabilities to strengthen mainstream ideological positions and achieve complementary advantages and integrated development between traditional and emerging media. Second, it is essential to break through bottlenecks in traditional editorial operations and overcome challenges such as weak new media development and

lagging technical support platforms. Finally, integrated technology projects must drive all-media construction, structural adjustments must achieve editorial process reengineering, and institutional innovation must promote deep media integration. In advancing convergence development, we must seize the initiative by focusing on long-term goals, strengthening top-level design, formulating overall plans, and laying out future development to occupy new media positions and commanding heights, while maintaining clear objectives, specific measures, and scientific feasibility to ensure orderly progress.

Tibet Daily has adapted to new requirements for governing border regions and maintaining stability, accurately grasped opportunities for media convergence development, and engaged in overall planning to deeply integrate the newspaper's content advantages, platform terminals, and talent resources. This effort aims to build an integrated reporting support platform for resource integration, convergent processing, product innovation, multi-channel distribution, refined management, and iterative development in the internet environment, thereby enhancing news content innovation, scientific management, and three-dimensional communication capabilities in the converged media era. The platform will achieve deep integration across all aspects of all-media reporting business, including resources, planning, processing, channels, terminals, and audiences, while fully leveraging the party newspaper's responsibilities to strengthen mainstream ideological position construction and create favorable public opinion for Tibet's long-term development and stability.

Keywords: media convergence development; Tibet Daily; technical support; innovative institutional mechanisms

2. Seizing the Initiative to Strengthen Mainstream Ideological Positions and Achieve Complementary Development

Seizing the initiative means focusing on strengthening mainstream ideological positions, actively promoting scientific development, standardizing management, ensuring correct orientation, and achieving complementary advantages and integrated development between traditional and emerging media. The goal is to build new mainstream media as soon as possible, enable mainstream voices to spread farther and louder on the internet, and gradually construct a new pattern of public opinion guidance where authoritative mainstream media voices and positive energy dominate. Following the requirements of active promotion, scientific development, standardized management, and ensured orientation, we must adhere to the laws of news communication and emerging media development, strengthen internet thinking, and strive to achieve complementary advantages and integrated development between traditional and emerging media.

We must adhere to advanced technology as support and projects as the starting point to create a batch of emerging media with diverse forms, advanced means, and strong competitiveness, building Tibetan-language and Chinese-language

new media clusters with continuously extending communication power, credibility, and influence. This will expand socialized communication channels to meet the public's diversified demands for news products. We must adhere to content construction as the foundation, uphold the principle of party management of media, and maintain the policy of unity, stability, encouragement, and positive propaganda as the main approach, integrating correct orientation throughout all aspects and the entire process of media convergence development. We must actively explore diversified and personalized user experience communication methods, continuously consolidate and strengthen mainstream ideological positions, and enhance the core competitiveness of media information content.

Tibet Daily, as the party committee's official newspaper, operates media products across both traditional print and new media platforms. The newspaper currently publishes traditional print media including *Tibet Daily* (Tibetan and Chinese editions), *People's Daily* (Tibetan edition), *Tibet Legal Daily* (Tibetan and Chinese editions), *Tibet Business Daily*, *Highland Journalism*, and *Highland New Countryside* (Tibetan-language magazine). In recent years, the newspaper has seized the initiative in media convergence development and created internet+ emerging media. Currently, the newspaper operates two websites (China Tibet News Network and Quick Search Tibet Network), one website cluster (Tibet 74 city/county/district government website cluster), one mobile client (Quick Search Tibet client), 13 WeChat public accounts (Tibet Daily, Today's Tibet, Illustrated Tibet, Tibet Connection, Tibet Travel, Tibet Business Daily, Tibet Legal Daily, Tibet Treasures, Intensive Reading Tibet, Audio-Visual Tibet, Tibetan Media, New Tibet TIBET, and Tibet Job Search), two Weibo accounts (Tibet Daily and Tibet Business Daily), one ranking list, and two mobile newspapers (Tibet Mobile Newspaper and Lhasa Party Building Mobile Newspaper), forming an all-media matrix of "seven newspapers, one periodical, two networks, one client, and dual micro-clusters."

1. Seizing the Initiative in Media Convergence Development by Enhancing Three Core Capabilities

Seizing the initiative in media convergence development first requires strengthening top-level design. Through overall planning, we must address issues such as insufficient attention to emerging media development, inadequate layout, insufficient investment, and lagging development to create a more rational development pattern. We must innovate the editorial process system, promote digital transformation and multimedia editorial upgrades, integrate multiple technologies, and achieve one-time news information collection with multiple news product generation. Simultaneously, we must strengthen monitoring and evaluation of communication effects to promote orderly convergence development.

President Xi Jinping has pointed out that the key to convergence development

lies in integration and becoming one, emphasizing the need to quickly move from the “addition” stage to the “integration” stage and vigorously build a batch of new mainstream media. To this end, with technical assistance from People’s Daily, Tibet Daily has formulated the *Tibet Daily Newspaper-Network Convergence Pilot Implementation Plan* and *Tibet Daily Media Convergence Development Project Feasibility Study Report* through detailed research and demonstration, providing comprehensive planning and implementation arrangements for the newspaper’s media convergence development.

The Tibet Daily media convergence development project mainly includes modules such as a central kitchen, reporting command, release assessment, and operation management. This project will upgrade the newspaper’s existing editorial system to simultaneously support both Tibetan and Chinese editorial systems, establishing functions for all-media reporting command, news collection, editing and production, multi-channel distribution, communication effect analysis, full-process proofreading, and performance assessment. This will enable Tibet Daily to initially form a converged development business model, basically achieve media institutional restructuring and communication process reengineering, and lay a solid foundation for media convergence.

3. Breaking Through Editorial Bottlenecks and Technical Support Challenges

Seizing the initiative requires breaking through the bottleneck of editorial operations “acting independently” and the “two separate systems” dilemma, overcoming challenges such as weak new media development and lagging technical support platforms.

3.1 Innovating to Break Through Print Media Development Bottlenecks

Currently, Tibet Daily’s Tibetan and Chinese print media, websites, and new media have “independent” contribution channels for reporters and editors. Reporter and editor operations lack overall coordination, business departments lack linkage mechanisms, and there are no platforms or channels for exchanging and discussing business matters. Editorial staff lack unified contribution channels and a shared news manuscript resource database, resulting in duplicated waste of editorial resources and hindering media convergence development.

The newspaper currently uses two separate editorial systems for publication: one is the CS version (client version) Founder Fantasia 6.0 system built in November 2012, which does not support Tibetan and handles *Tibet Daily* (Chinese edition), *Tibet Business Daily* (Chinese edition), and *Tibet Legal Daily* (Chinese edition); the other is the BS version (web version) Founder All-Media 1.0 system built at the end of 2013, which supports Tibetan and handles *People’s Daily* (Tibetan

edition), *Tibet Daily* (Tibetan edition), and *Tibet Legal Daily* (Tibetan edition). These two systems operate independently as “two separate skins,” requiring reporters and editors to repeatedly switch when processing Tibetan and Chinese manuscripts, resulting in low production efficiency, lack of safety guarantees, and high pressure on system administrators.

3.2 Solving New Media Development Challenges

Currently, China Tibet News Network mostly integrates and digitizes print media content. Its hardware and software are relatively outdated, using the TRS news release system with low access bandwidth. Its system architecture, compatibility, and editorial efficiency cannot meet current needs, urgently requiring upgrades to existing hardware and software, as well as development of a mobile touch-screen version of the website.

The newspaper’s new media center is responsible for producing and releasing content for its WeChat and Weibo accounts. Currently, WeChat content editing and publishing and H5 interactive webpage production rely on free online tools. Given the high political security requirements of new media, complete dependence on free or general paid new media editing software poses security risks, urgently necessitating the development of a fully self-controlled new media editing and release system.

As an important player in the new media camp and a crucial position for mainstream media to occupy new media high ground, mobile clients urgently require the development of a Tibetan-Chinese supported mobile client product for Tibet Daily’s mainstream public opinion. Currently, Tibet Daily only has one mobile client product, Quick Search Tibet, affiliated with Tibet Business Daily.

Currently, Tibet Daily’s new media center has no established positions or operating funds. The center’s existing five members are temporarily transferred, constrained by talent, funding, and technology, making it difficult for new media development to meet expectations and urgently requiring increased support. Additionally, the newspaper lacks a complete performance evaluation mechanism for new media and a work mechanism to encourage and guide reporters to transform from print journalists to all-media journalists.

4. Driving All-Media Construction Through Integrated Projects and Process Reengineering

Seizing the initiative requires using integrated projects to drive all-media construction, achieving editorial process reengineering through structural adjustments, and promoting deep media integration through institutional innovation.

4.1 Driving All-Media Construction Through Integrated Projects to Achieve Editorial Process Reengineering

Tibet Daily's media convergence development must leverage the advanced technical advantages of People's Daily's counterpart assistance to Tibet, using project construction as the starting point to drive media integration. The media convergence development project mainly includes 17 components: mobile reporting command system, contribution platform center, all-media Tibetan-Chinese public manuscript database, print media layout system, new media layout system, new media matrix management demonstration platform, all-media multi-channel release system, all-media performance assessment system, full-process proofreading service system, mobile application and device management system, editorial cloud service platform, unified user management system, operation and maintenance management system, information technology support platform, journalist station editorial system, and new media operation system.

Mobile Reporting Command Center. By applying new technologies such as instant messaging, video conferencing, map positioning, voice recognition, and data encryption, this system establishes a platform for division of labor, collaboration, and unified command and dispatch among news reporting personnel. It creates fast channels for breaking major news and key reports, enabling secure communication and coordination under mobile internet conditions and flattening the reporting command process. The system facilitates news event planning, reporting team formation, task assignment, command dispatch, and material collection, coordinates various reporting resources, improves communication command efficiency, and enhances collaborative response capabilities. The mobile reporting command APP client supports Apple or Android phones while also providing a PC version.

All-Media Unified Contribution Platform. This platform serves as a unified manuscript entry point on the internet, allowing print, website, and new media journalists to contribute anytime and anywhere through the website. It supports text, image, audio, and video submissions and multiple communication mechanisms, including mobile contributions from PCs, phones, and PADs, as well as contributions through social media (Weibo, WeChat).

All-Media Tibetan-Chinese Public Manuscript Database. This database serves as a convergence pool for news manuscripts and a sharing platform for news products, where journalists' contributions converge. The database includes columns such as our newspaper's manuscript database, Xinhua News Agency wire database, image database, and audio-video database. It supports both Chinese and Tibetan languages, text, images, charts, voice, video, and other all-media resources, and supports full-text retrieval and automatic clustering. Manuscripts submitted to the database can receive real-time feedback on their adoption status, while also enabling unified content management of reporting materials, news products, and converged reporting

products. It provides data services to the terminal application layer above and connects to data storage, data management, and data analysis services below.

Upgraded Print Media Layout System. The plan is to upgrade the existing two separate print editorial systems into one unified system—Founder All-Media 2.0 version—which can fully support both Tibetan and Chinese. After the upgrade, *Tibet Daily* (Tibetan and Chinese editions), *Tibet Business Daily*, *Tibet Legal Daily* (Tibetan and Chinese editions), and *People's Daily* (Tibetan edition)—six newspapers in total—can operate simultaneously on one print editorial system. This facilitates Tibetan and Chinese editors in editing text manuscripts, image manuscripts, and layout content, information flow, page proof browsing, issuance, and typesetting. After the upgrade, print editors can select text and image manuscripts from the all-media public manuscript database for editing or write and edit directly in the editorial system.

New Media Layout System. New media editors select new media manuscripts from the public manuscript database and create content here, then use a new media production toolset to produce traditional single-type manuscripts such as text, images, charts, tables, cartoons, animations, multimedia mixed layout, audio, video, and attachments, as well as internet-format products like image-text mixed layout, H5 light applications, timelines, visual data news, and interactive news. The system supports templates for multiple new media channels and fully supports diversified content production for websites, clients, Weibo, and WeChat public accounts. Editors from Tibet Daily's new media departments can use the above toolset on this platform for editing and production, achieving editing, circulation, and review functions for all-media manuscripts.

[Figure 1: see original paper] Tibet Daily Media Convergence News Business Process Diagram

New Media Matrix Management Demonstration Platform. This platform achieves unified management of new media accounts, providing unified management of released social media content. It supports cluster grouping management and promotion of Weibo accounts and WeChat public accounts, supports release template management, and enables one-click content generation and release. Tibet Daily's new media products can be displayed on a digital large screen on this platform, with overall planning by the new media duty team to quickly submit, modify, and approve news events through multiple media products and from different angles for external release.

All-Media Multi-Channel Release Platform. This platform connects with Tibet Daily's existing “seven newspapers, one periodical, two networks, one client, and dual micro-clusters,” combining the print media layout system and new media layout system to achieve editing, circulation, issuance, and management functions for all-media manuscripts. It builds a Tibetan-Chinese news release mobile application for Tibet Daily, strengthens internet thinking, reasonably develops and utilizes mobile internet communication windows, focuses

on user experience, and meets diversified and personalized information needs. It also builds a mobile touch-screen version of China Tibet News Network to achieve dual entry points for information dissemination via computer and mobile terminals in the mobile internet era, defending and expanding mainstream ideological positions and occupying new media commanding heights.

News Communication Effect Analysis System. This system establishes an internet cross-media news reprint analysis and media capability comprehensive analysis system to form a closed loop for convergence development business. Based on reprinting conditions on mainstream online media platforms and social platforms, it comprehensively tracks content released through all-media multi-channels and statistics on manuscripts reprinted by designated websites or public accounts to understand communication effects across websites, APP clients, WeChat public accounts, and Weibo.

All-Media Performance Assessment System. This system comprehensively assesses the work results of print and new media news business personnel, including contributions to print media, websites, APP clients, Weibo, and WeChat, as well as reprinting and communication effects across media, comment volume, timeliness, manuscript quality, and other KPI indicators. It can generate visual assessment results for calculating employee performance and allow employees to query their individual and team work results at any time.

Full-Process Proofreading Service System. This system runs through all news release channels including newspapers, periodicals, websites, clients, Weibo, and WeChat, covering the entire process of manuscript storage, writing, issuance, and publication across all channels. It supports corpus collection, preservation, and training, supports natural language analysis and proofreading, reduces text content error rates, improves text content quality, and enhances the accuracy of content released in both print and new media.

Mobile Application and Device Management System. By collecting device IDs and application information from mobile devices, this system provides comprehensive security management for mobile terminals, achieving trusted terminal access, trusted network transmission, and trusted application control to effectively ensure security and standardized management of mobile terminals, ensuring secure information interaction and transmission processes.

Editorial Cloud Service Platform. This platform builds an application virtualization editorial cloud service platform to enable newspaper leaders to review page proofs on mobile devices and at home, and to allow journalists at seven city/district stations throughout Tibet to access the head office system anytime and anywhere. The editorial cloud platform uses CITRIX application virtualization technology to provide users with a secure channel from internet access to the internal network, allowing newspaper leaders or station journalists' computers, phones, and PADs to connect to the newspaper's internal network via the internet at any time, enabling a new mobile office work model for leaders and station journalists.

Unified User Management System. This system establishes a unified user management system covering all newspaper personnel to independently manage user information resources for newspaper business, supporting organizational structures and groups. Simultaneously, it builds a unified news business authentication system to achieve unified user authentication, single sign-on, and security auditing for all information systems.

Operation and Maintenance Management System. This system establishes a 24/7 operation and maintenance monitoring system for the newspaper's information technology physical servers, network equipment, and application systems to monitor and alert on system abnormal events, ensuring the overall stable operation of the media convergence development project. The system uniformly monitors server and network equipment operating status, resource utilization, and performance indicators, while displaying the monitoring management interface on a large-screen TV for operation and maintenance personnel.

Information Technology Support Platform. This platform provides hardware support for the entire media convergence system software described above. The support platform uses server virtualization technology to build Tibet Daily's server virtualization platform, uniformly managing all server resources for the media convergence development project, achieving server consolidation, reducing the number of physical servers, and pooling hardware resources. It ensures the continuity of the newspaper's news business and operations, achieving zero downtime for application systems, accelerating deployment of new servers and applications, and protecting investments in existing hardware and operating systems.

Journalist Station Editorial System. This system serves as the editorial business portal and entry point for Tibet Daily's seven city/district station journalists, providing a secure channel from internet access to the internal network through the journalist station editorial system, allowing access to the head-office system at any time. Station print journalists, website journalists, and new media journalists can conduct full-process editorial business including reporting planning, communication coordination, remote contribution, manuscript editing and review, and new media release through the editorial system at any time.

New Media Operation System. Tibet Daily's new media operations mainly include more than 20 WeChat-Weibo clusters and two mobile clients—Tibet Daily and Quick Search Tibet. The Tibet Daily client is “the autonomous region party committee and government's authoritative information release platform in the mobile new media field” and an extension of Tibet Daily's brand and content, representing the mainstream ideological position of the autonomous region party committee and government in the mobile internet field. Tibet Daily's new media center is responsible for content production, release, and operation of the WeChat-Weibo clusters and clients, with responsibilities also including completing the newspaper's new media development planning and managing the newspaper's new media operations.

[Figure 2: see original paper] New Media Layout System Function Diagram

4.2 Achieving Editorial Process Reengineering Through Structural Adjustment

We must reorganize the internal organizational structure of the media, implement a centralization operation strategy, and basically achieve reconstruction and reengineering of the news editorial process. By integrating existing media operation and content production institutions, we will form a structure of “eight centers and one group”: news planning center, mobile reporting command center, news collection center, Chinese editing center, Tibetan editing center, new media center, technology development center, printing center, and Tibet Media Group. We will revise the editorial responsibility system, incorporate new media into editorial management and journalist assessment, and establish a responsibility assessment and reward-punishment mechanism that breaks institutional barriers and adapts to all-media operations.

4.3 Promoting Deep Media Integration Through Institutional Innovation

Promoting media integration requires eliminating institutional and mechanism barriers that constrain convergence development, streamlining the management system, grasping development with one hand and management with the other, and striving to improve the scientific level of management.

Establish a 社长 responsibility system under the leadership of the newspaper's party committee. Through media convergence, we must build a leadership system combining party committee leadership with corporate governance, implementing a 社长 responsibility system under party committee leadership. The 社长 series may consider managing Tibet Media Group, the newspaper's administrative center, human resources center, finance and accounting center, and printing center. Under the premise of ensuring party management of media, we must achieve unified command, reasonable centralization, and appropriate decentralization, truly grasping both development and management.

Establish an integrated system for media convergence development. Starting from Tibet Daily's actual situation and following the principle of separating public institutions from enterprises, we must achieve integration of asset management and capital operation systems; in management, achieve all-media management integration through building an effective corporate governance structure; and in content, channels, and platform construction, promote integration through building an open and shared information technology platform and an information collection performance assessment mechanism. On this basis, following the principles of the “three designations” plan for public institutions and “old ways for old people, new ways for new people,” we must gradually break institutional barriers to media convergence development and achieve full talent mobility.

Establish an assessment mechanism that promotes convergence development through content innovation. We must strengthen content innovation, place content construction in a more prominent position, and achieve unified integration of content and technology. We must strengthen and improve content quality for emerging media such as China Tibet News Network, Tibet Daily's WeChat platform, and the Quick Search Tibet client. While ensuring correct orientation, we must encourage originality and win development advantages through content strengths. We must integrate adherence to correct orientation throughout the entire process of media convergence development, controlling all aspects from content, process, and technology, improving media management systems, conducting scientific assessment and effective management of different media formats, and ensuring that news information for mass communication follows unified orientation requirements and content standards. Simultaneously, we must always remain politically vigilant to ensure that the newspaper's media convergence development does not touch "red lines" or cross "safety lines."

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

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