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## Convergent Symbiosis: The Path to Success for Corporate Television in the Convergent Media Era (Postprint)

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### Abstract

With the advent of the digital era, the digital revolution and the rapid rise of emerging media have posed certain challenges to traditional media, thereby constraining the development of traditional media, including corporate television. For corporate television to break through bottlenecks and adapt to the development of the times, the key to its transformation lies in integration with new media. Media convergence is a new path for traditional media to seek survival and development under the strong impact of new media, as well as an inevitable trend of the times. How corporate television should integrate and coexist with new media, and leverage its power for development, constitutes the main topic of this paper. The main content revolves around four aspects: how corporate television will achieve content convergence and channel convergence, cultivate and stabilize audiences, and explore profit models to complete the media convergence transformation.

### Full Text

#### Symbiotic Convergence: The Path to Success for Corporate Television in the Era of Media Convergence

**Abstract:** The digital revolution and rapid rise of new media have presented significant challenges to traditional media, limiting the development of conventional outlets including corporate television. To break through these bottlenecks and adapt to the evolving landscape, corporate television must fundamentally integrate with new media. Media convergence represents both a necessary strategy for traditional media's survival under intense pressure from new media and an inevitable trend of our times. This paper examines how corporate television can achieve symbiotic integration and leverage mutual development with new

media. Focusing on the transformation required for corporate television to complete its media convergence, the analysis explores four key dimensions: content integration, channel integration, audience cultivation and retention, and profit model exploration.

**Keywords:** symbiotic convergence; corporate television; client application

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Corporate television emerged in response to enterprise needs and grew alongside corporate development, once playing an unquestionably glorious role in the history of China's cable television. However, with continuous innovation in media technology and rapid expansion of new media territories, corporate television—constrained by its inherent characteristics of specialized service targets and fixed, monopolistic audiences—faces unprecedented impact and disruption from the media industry, making its survival and development increasingly difficult. Having entered a gradual bottleneck phase, corporate television must seek new breakthrough points for transformation and align with the inevitable trend of media convergence by establishing a new, harmonious, complementary, and mutually trusting relationship with new media—one characterized by non-rejection and non-resistance, achieving a state of “you within me, and I within you.” Specifically, to embark on the broad path of symbiotic convergence, corporate television should focus its efforts on four aspects: content integration, channel integration, audience engagement, and profit models.

## 1. Content Integration

A media organization's content production capability determines the success or failure of its media convergence, as content constitutes a crucial factor in attracting user traffic, and high-quality content remains perpetually scarce. In the process of integrating with new media, corporate television must prioritize content creation and develop it as a core competitive advantage. Specifically, corporate television should concentrate on four dimensions: professionalism, relevance, service orientation, and comprehensiveness.

### 1.1 Professionalism

The particular nature of industries served by corporate television determines the professional character of its content. On one hand, because core audiences primarily belong to heavy industry and energy sectors, they demonstrate high acceptance of and demand for professional content related to their industries. On the other hand, grounded in specialized resource advantages, corporate television possesses greater expertise in industry content production compared to other media outlets. Therefore, when undertaking media integration, corporate television should deeply explore the professionalism of its television content. To achieve this goal, corporate television must leverage its unique professional channel advantages, drawing upon local government and policy resources as well

as social and interpersonal networks to enhance content professionalism, ensuring it is substantive, well-reasoned, and informative. This means corporate television content should be edited by professional journalists with assistance from industry experts using specialized collection and editing methods, thereby providing audiences with professional knowledge dissemination and education.

### **1.2 Relevance**

Content relevance represents an inherent advantage of corporate television. Since its inception, corporate television's responsibility has been to focus on employee life, making audiences feel that both macro and micro content relates directly to them. To make content more relevant to audience life and gain the support of core audiences, corporate television should conduct material collection at the enterprise grassroots level, focusing its lens on all aspects of employees' work and life, thereby creating stronger associations between television content and audiences and transforming the slogan of "reporting news from around you" into reality.

### **1.3 Service Orientation**

Given that corporate television is generally positioned as an employee welfare undertaking, its responsibilities include providing services to employees and their families, answering their questions, and solving their problems. Consequently, corporate television has an obligation to deliver service content that has direct relevance to audiences' actual lives and practical application value. Pingmei Shenma Television has taken the lead in constructing service-oriented content; its client application, Pingmei Shenma New Vision, has established sections such as "Healthy Life" and "Warning Education," with reporting themes covering all aspects of enterprise employees' and their families' work and life, thereby providing convenience for audiences' daily lives to a certain extent.

### **1.4 Comprehensiveness**

Unlike other traditional media that segment content during media convergence, the local and community nature of corporate television determines the comprehensiveness of its content production. Because corporate television's broadcast areas are relatively limited and its dissemination has a local character, to balance the constraints of localized and limited resources, corporate television content should strive to be comprehensive and integrated, enabling audiences in a given area to access region-wide news, social entertainment, and services on a single platform, thereby maintaining user stickiness.

## **2. Channel Integration**

Under the dual impact of mobile internet and new media, corporate television has lost its platform advantages, and its original channel advantages have become developmental weaknesses. The arrival of the media convergence era has

forced corporate television to transform its traditional broadcast processes, integrate different media entities into a converged media platform, and construct multiple physical spaces dedicated to internet-based dissemination. Currently, most corporate television channels remain concentrated in traditional media segments, while the future media industry will inevitably belong to new media and converged media. Early deployment in new media, achieving the transformation of “new media + corporate television,” and realizing channel reform constitute the necessary path for corporate television to secure its place in the media industry.

## 2.1 Web Television

Deploying web television represents a crucial step in corporate television’s channel transformation. Web television can bridge the gap between television and the internet, achieving platform interface integration. Simultaneously, by building web television platforms, corporate television can integrate its rich content resources onto the internet, transforming user viewing patterns and enhancing user experience. Consequently, many corporate television stations have ventured into web television; for example, the Wushi Hua corporate cable television channel launched “Wushi Hua Network Television” on March 1, 2017, creating a new platform for broadcasting petrochemical television station programs.

## 2.2 “Two Micros and One End”

Given the gradual decline of traditional dissemination channels and the robust growth of “two micros and one end” (WeChat, Weibo, and client applications) as important variables in China’s media landscape, corporate television should actively establish and operate on these platforms. Many corporate television stations have indeed made numerous attempts in building “two micros and one end” platforms.

On March 29, 2016, Yankuang Television launched its WeChat public account “Xinxin Yankuang.” This public account is committed to building a comprehensive WeChat matrix integrating news push, video playback, website links, and e-commerce platforms, forming a three-dimensional alliance (cluster) of WeChat public accounts covering groups, professional companies, mining units, grassroots teams, and social organizations.

On July 27, 2016, Pingmei Shenma Television launched its mobile client application—Pingmei Shenma New Vision. This client application is one of the few television new media clients among national corporate television stations that is self-developed, self-constructed, and self-operated. Since its launch, the client has become an important component of Pingmei Shenma Group’s “two micros and one end” and a new main force in the propaganda front.

### 3. Audience

The critical importance of audiences in the media convergence development process of traditional media is self-evident. In future convergence transformations, corporate television should adhere to a user-oriented approach and prioritize user needs, specifically moving in the following directions.

#### 3.1 Enhancing Interaction

In the new media environment, audiences are no longer merely the endpoint of information dissemination chains; they have developed awareness to participate in and intervene in the communication process. Sender-based unidirectional communication is no longer realistic; two-way interactive communication represents the correct approach for media in the converged media era. Corporate television can build its own social platforms (“two micros and one end”) to allow audiences to participate in, integrate with, and even deeply intervene in television content production, creating a virtuous cycle of interaction between corporate television and users and increasing user activity and participation. For instance, in an article push published by the Xinxin Yankuang WeChat public account on July 13, 2017, many users expressed their views on the article content through comments, while the public account editor actively replied to users under the comments, generating interaction and increasing user activity.

#### 3.2 Personalized Content Customization

With the development of information technology, new media emerges endlessly, and new content grows exponentially. When content supply exceeds demand in the media market, media can no longer wait for audiences to adapt to them; instead, they should proactively analyze market and user needs and then implement market and user demand principles throughout content research, production, and dissemination processes to maximize their content value. For corporate television specifically, it can collect, organize, and analyze users’ personal data and viewing information through set-top boxes to understand their viewing habits and preferences, thereby pushing precisely customized personalized content to strengthen communication effects.

### 4. Profit Model

Currently, the revenue situation of most corporate television stations is not optimistic, with station maintenance and operation primarily relying on their parent enterprises. Under new media development circumstances, corporate television needs to transform its operational concepts, step out from under the corporate umbrella, and independently explore new profit models to open up new living spaces. Having undergone media convergence, corporate television now possesses both the advantages of traditional media and the strengths of new media, and has accumulated a loyal audience in its broadcast area through its media strength and brand, laying a solid foundation for the development of

profit-oriented corporate television. To win the “tough battle” of operational development, corporate television should actively explore various profit methods such as advertising, subscriptions, and e-commerce.

On one hand, corporate television can provide extended services to regional businesses and pursue a path of community collaboration; on the other hand, corporate television should reach outward to attempt paid information services and commercial information release outside its region, or even comprehensive commercial marketing and promotion. These initiatives all provide possibilities for the future operational development of corporate television.

Shanxi Coking Coal Group Television has made some attempts in this regard. Addressing the job transition and development needs of its internal employees and their families, the platform released commercial promotions for some workplaces and positions, which both satisfied user needs and generated revenue for the enterprise. Therefore, corporate television should explore its potential, identify market demand points, discover its own profit model, and achieve self-reliance and independent operation.

In this new era, emerging media technologies continue to appear, and new user habits gradually form, all urging media to continuously seek adaptation and change. Therefore, in this media environment, media convergence has become an urgent priority for corporate television. In converged media transformation, corporate television should emphasize content creation, actively expand dissemination channels, adhere to a user needs-oriented approach, and explore profit models suitable for its own development. Simultaneously, corporate television should uphold the principle of “one center and two basic points”—focusing on main propaganda as the center and taking “audience” and “service” as the basic points for media convergence—to ensure corporate television fulfills its value and functions and promotes its sustained, healthy, and rapid development.

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

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