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Postprint: Convergence Innovation Practices of Jiangsu Broadcasting Corporation (Group)

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Abstract

As information technology becomes widely applied and continues to innovate, new media platforms using the internet as their transmission channel have broken the temporal and spatial constraints of traditional media on information dissemination. They have increasingly become important channels for the public to understand society, obtain information, and engage in interactive communication, forcing traditional media to accelerate their integration with new media. “Media convergence” has become a ...

Full Text

Preamble

As information technology becomes widely applied and continues to innovate, new media platforms using the internet as their transmission channel have broken the temporal and spatial constraints of traditional media on information dissemination. They have increasingly become important channels for the public to understand society, obtain information, and engage in interactive communication, forcing traditional media to accelerate their integration with new media. “Media convergence” has become a realistic choice for the innovative development and transformation of traditional media. However, since the concept of “media convergence” was proposed, most domestic broadcasting media’s convergence innovation remains in its infancy, existing only as one-way integration between radio, television, and the internet. This paper, based on contemporary understanding of media convergence innovation, specifically analyzes the convergence innovation practices of Jiangsu Broadcasting Corporation (hereinafter referred to as “Jiangsu Broadcasting”).

1. Basic Information on Jiangsu Broadcasting

Jiangsu Broadcasting Corporation was established in June 2001. Its operating philosophy is “Responsibility shapes image, quality achieves future,” with the goal of “building a first-class new media group at national standards.” It has been selected for the national “Top 30 Cultural Enterprises” five times and consecutively listed in “China’s 500 Most Valuable Brands” for twelve years, with comprehensive strength ranking among the top provincial broadcasters nationwide. By 2016, it had launched 14 television channels, including Jiangsu Satellite TV (SD and HD) and U-MAN Cartoon Satellite TV as satellite channels; City, Variety, Film & Drama, Public News, Sports & Leisure, Good Shopping, and Education as terrestrial channels; International Channel for overseas landing; Jiangsu Mobile TV as a mobile television channel; and Liangzhuang, Early Childhood Education, Fortune World, and Learning as digital pay channels. It also operates 11 radio frequencies broadcasting 10 radio programs, including News Radio, Jinling Voice, Traffic Radio Network, Music Radio, Classic Pop Music Radio, Arts Radio, Story Radio, Health Radio, and Finance & Economics Radio. Beyond radio and television, Jiangsu Broadcasting also owns newspapers, magazines, film and television animation, cinema chains, theaters, websites, schools, home shopping, and new media businesses, possessing resource advantages for multi-market multimedia operations and multi-channel content dissemination.

Jiangsu Broadcasting also possesses world-class technical equipment and facilities, including 15 television studios of various specifications, 9 broadcasting vans and satellite news live trucks of different models. It has fully deployed digital hard disk broadcasting systems, basically completed digital transformation of radio and television program production and broadcasting equipment, comprehensively advanced network-based reforms, and built a domestically leading all-station production and broadcasting system and media asset management system, achieving full-process digitalization and tapeless operation in program production and broadcasting.

On the path of media convergence development, Jiangsu Broadcasting has always been at the forefront among domestic provincial broadcasters. As media convergence deepens, its innovative practices continue to emerge. For example, it focuses on building a new “cloud, cluster, multi-terminal” communication system to consolidate and enhance its mainstream position in the new communication landscape; it solidly constructs the Lychee Cloud Platform, with the first-phase news cloud platform already launched, promoting cloud-based content production and publishing across the station; it expands emerging communication channels such as Lychee Network, Lychee News, IPTV, Jiangsu Radio Network, Weibo Network, mobile TV, internet TV, terrestrial digital TV, and outdoor media to build a three-dimensional communication pattern.

2. Jiangsu Broadcasting's Convergence Innovation Practices

2.1 Revamping the Online Platform to Create a New Lychee Network (JSTV)

To better implement the national triple-network convergence policy, Jiangsu Network Broadcasting Station (hereinafter referred to as “Network Station”) completed its main site revamp in 2015, upgrading to “Lychee Network.” In the first half of 2016, the Network Station continued to focus on “innovation,” aiming for “dissemination + sharing” by comprehensively applying planning, promotion, interaction, multimedia creative expression, and cross-platform publishing throughout the entire content production and dissemination process. It established a main melody task force, developed a convergence workshop, built a 1+6 product cluster, actively participated in “Lychee Cloud” construction, and dedicated efforts to creating a full-media creative marketing ecosystem.

Financial performance data shows after-tax revenue of 9.6905 million yuan, a year-on-year increase of 4.2%, including 7.8818 million yuan from advertising (integrated marketing), a year-on-year increase of 0.3%; mobile TV revenue of 597,100 yuan, a year-on-year decrease of 34.9%; and service revenue of 1.2116 million yuan, a year-on-year increase of 130.3%.

2.2 All-Media News Studio

The development of new communication technologies and changes in the media environment present both challenges and opportunities for traditional television media. Several years ago, foreign media had already begun upgrading their studios, producing popular news programs such as *Anderson Cooper 360°*. To adapt to this new situation, domestic media have also conducted similar studio upgrades.

In June 2016, relying on the all-media news studio, the current affairs news program *Jiangsu New Time and Space* was fully revamped and officially launched. The all-media news studio, with an investment of over 100 million yuan and three years of careful design and construction, was jointly created by Jiangsu Broadcasting and the American company “Click Spring.” Its international design concept of “panoramic, all-media, full HD, and interactive” makes the entire studio extremely impressive. The 360-degree two-level space design accommodates multiple functions including news broadcasting, live connections, guest interviews, and all-media interaction. Notably, by integrating with Jiangsu Broadcasting’s “Lychee Cloud” platform, the all-media news studio can achieve rapid and effective integration and sharing of television, radio, and network resources. It also possesses the information collection and analysis capabilities pursued by converged journalism, tightly integrating social media with news production and broadcasting. The revamped *Jiangsu New Time and Space* features innovative broadcasting methods, upgraded packaging, enhanced interactive participation, multi-method multi-screen presentation, and continuous

content innovation, strengthening the interactivity, vitality, and watchability of news programs to further improve the effectiveness of current affairs reporting.

All-media HD studios generally have two basic characteristics: “all-media” and “high-definition.” “All-media” primarily means the studio serves as an information processing center, integrating broadband, satellite connections, live signals, and other transmission methods, allowing audio-visual materials to be conveniently transmitted into the studio. When broadcasting, the studio can encode signals and send them to all terminals including digital TV, mobile TV, and PCs, truly achieving all-media coverage in information reception and transmission. “High-definition” actually contains two meanings: first, the studio meets the production requirements for HD programs, with technical conditions reaching HD broadcasting standards; second, it refers to the use of HD large screens in the studio. Additionally, all-media studios employ 3D virtual technology to achieve seamless integration between virtual and studio scenes. The revamped *Jiangsu New Time and Space* all-media news studio represents the best presentation of this integration. Using all-media HD studios for news program production has two major advantages: first, live broadcasting advantages; second, interactive advantages.

2.3 Jiangsu Broadcasting’s APP Products

Since 2012, Jiangsu Broadcasting has launched a series of mobile APP applications, including: - Social interaction APPs with strong interactivity, such as Lychee Community (launched March 27, 2015) - Game APPs, such as *The Brain* (synchronized mobile game), Jiangsu Satellite TV client, *If You Are the One, Stand to the End* (PK version, question bank) - News original APPs for tip-offs, such as Lychee News (launched March 17, 2016), Lychee Plaza (launched May 24, 2016), PaiPai News - Campus Version (launched October 24, 2013), Mobile Video (launched November 25, 2014), iPaiPai News (launched August 4, 2014) - Urban life service APPs, such as Nanjing Palm Bus (launched June 24, 2016) - Mobile mall APPs, such as Tongxianghui (launched July 17, 2014), which represents the first innovative attempt in China to combine retail with the communications industry - Music radio APPs, such as Early Morning Yangtze River Voice (launched May 16, 2012) and Big Blue Whale (launched May 19, 2016) - Video playback APPs, such as LeXiang TV • Mobile TV (launched March 22, 2016), LeXiang TV (launched October 2, 2014), and Wireless Jiangsu (launched February 23, 2016)

In recent years, major broadcasting systems have opened official Weibo and WeChat accounts to increase audience stickiness and expand their online presence. However, in today’s era emphasizing video content, Weibo and WeChat—once considered cutting-edge applications just one or two years ago—now appear “traditional.” While these platforms initially served functions such as information fragmentation, strong content timeliness, and enhanced interaction through text and images, complementing broadcasting and the internet, they now have

limitations for most audiences in terms of depth, integration, and “personalization” orientation. Consequently, TV APPs have emerged as another important online promotion method for broadcasting media.

3. Jiangsu Cable Network Integration—Large-Scale Model Convergence

Jiangsu Cable was established in 2008, primarily engaged in broadcasting television transmission network construction and management, channel integration and transmission, broadcasting and information network technology development, broadcasting equipment and information equipment industrialization operations, and cultural industry capital operations. As a cable network operator with provincial operation qualifications, Jiangsu Cable started relatively early on the path of network integration and has achieved initial success. As a national development strategy, triple-network convergence effectively integrates network resources to achieve interconnectivity, forming new service systems and operational mechanisms that benefit the overall optimization of the information industry’s structure. For broadcasting cable networks, the first step is to achieve physical space integration. Only by completing large-scale network development can industrial implementation be discussed, which to some extent ensures the proper position of broadcasting networks in the triple-network convergence development pattern and benefits the improvement of overall competitiveness.

“Whole-process whole-network, one province one network” was the development strategy Jiangsu Cable established in early 2013. By the end of 2014, preliminary goals were achieved. Through active and effective provincial network integration, as of June 30, 2014, Jiangsu Province had approximately 18.65 million total cable TV users and 17.68 million connected users, including 7.46 million direct users and 10.22 million indirect users, with connected users covering nearly 95% of cable TV users in the province. Since direct users can contribute higher ARPU values, another focus for Jiangsu Cable in the next phase is to convert indirect users into direct users as much as possible.

With support from relevant policies, local cable operators are actively integrating their own network resources within the province while also attempting to expand to “external territories.” Due to relatively early provincial network integration, Jiangsu Cable seized the initiative to launch offensive moves. Combined with registered capital of over 2 billion yuan, this further prompted it to join the expansion ranks. In addition to continuing to promote digital conversion of cable TV in Jiangsu, conducting cross-regional investment is becoming its choice for continued scale expansion. In 2014, Jiangsu Cable signed a strategic cooperation agreement with SMG for the Shanghai-Jiangsu “Next Generation Broadcasting Network.” Both parties hope to gradually break down administrative barriers through market-oriented strong alliances. In this cooperation, SiTV (Shanghai Media Interactive Television Co., Ltd.), a subsidiary of SMG, provides interactive content and business operations, while Jiangsu Cable provides technical networks and scale users. Both parties will leverage their respective advanta-

geous resources to jointly introduce and develop new NGB network business forms in the first step, jointly creating an interactive TV service platform with over 1 million hours, the largest scale in China, with the most complete services and most abundant content.

Regional cross-network integration often uses business convergence as a breakthrough point. Whether it's the Kunming Interactive Digital TV Platform or the strategic cooperation with SMG, both start by packaging and selling their advantageous businesses, making them more easily accepted. Therefore, using business cooperation as the vanguard of network integration, Jiangsu Cable has placed an important piece on this chessboard.

4. Paths and Methods of Media Convergence Innovation

4.1 Related Technology Application and Product Development

Technology leads industrial development. Jiangsu Broadcasting strives to apply the latest broadcasting technologies in exploring media convergence paths, using advanced technology to drive product optimization, service improvement, and operational enhancement. The entire Network Station adopts LNMP technology architecture design, making it China's first fully launched provincial network broadcasting station that integrates internet TV, internet radio, information, community services, and interaction into a comprehensive digital, intelligent, and controllable advanced network broadcasting technology platform.

1. Main Site Infrastructure Revamp Based on a new Network Station content management system (CMS), the concept of a “resource pool” is created, using a clear “publish” + “recommend” model to achieve daily content updates, fundamentally avoiding site architecture confusion and articles being unsearchable. It achieves full-text retrieval within the site based on Solr technology, seamless cross-terminal access experience, and multi-terminal access for video on demand.

2. Lychee Cloud Actively participating in the construction and testing of the station-wide Lychee Cloud, the main site infrastructure revamp fully considers integration with Lychee Cloud, with in-depth communication and testing conducted with several major vendors, such as NewAuto and CloudVision's quick editing, Sobey's unified content pool, and Tianma's data analysis and automatic clip-splitting services.

3. WeChat Matrix and Interactive Development To achieve unified planning and management of WeChat public accounts across the station while meeting the rapid development requirements of mobile internet, the “JSTV WeChat Matrix Management System” has been deployed on one hand, and in-depth research and cooperative attempts have been conducted with Guangzhou Weiyao Company on the other.

4. Big Data Currently, the Network Station conducts in-depth cooperation with third-party technology companies to analyze user behavior, thereby per-

forming effectiveness analysis of all site content to facilitate more timely identification of entry points for improvement.

4.2 Institutional Mechanism Construction

To promote media convergence development, the Network Station continuously carries out reforms in institutional mechanisms. At the content level, it changes the previous single news gathering and editing model, expanding to new media channels and terminals with content as the core, creating multiple new communication platforms, forming cross-media operation new business forms, and maximizing communication benefits. At the industrial level, it utilizes policy and content resource advantages to actively develop various businesses such as internet TV stations, news clients, and mobile TV, developing new media industries. Through station-network linkage, it fully connects television, radio, newspapers, internet, and mobile internet users, accurately positioning traditional media audiences as large-scale controllable users across different channels, establishing a Lychee ecosystem including content, channels, and users. At the technical platform level, it builds an all-media content aggregation, editing, production, and distribution platform, enriching program content, innovating presentation forms, expanding communication channels, and enhancing control capabilities to meet the requirements of diversified information communication channels.

4.3 Content Construction

Main work includes main melody propaganda reporting and key development of projects such as Lychee News, all-media news linkage platform, Lychee Sharp Review, and Lychee Production.

1. Continuous Innovation in Thinking and Concepts In 2013, the Network Station was the first in the industry to propose multi-screen live broadcasting and introduce the concept of “watching while chatting” with netizens. In 2014, it pioneered the concept of news second-grabbing and second-reporting, first applying this practice to Two Sessions reporting, which caused heated discussion and achieved excellent results. In 2015, it applied the latest h5 technology to national Two Sessions reporting, creating private archives for 150 Jiangsu delegates participating in the Two Sessions, collecting their insights from participating in politics over the years in terms of content, and integrating video, text, pictures, and netizen interaction in form. In early 2016, the Network Station established a main melody reporting team, focusing on main melody reporting battles. Actively completing various propaganda instructions from provincial Party Committee Propaganda Department and other departments at all levels, in addition to conventional reporting, it focuses more on bravely “testing the waters” in innovative expression of main melody reporting. Summarized in three sentences: carefully study instructions, plan ahead, and implement steadily; break out of routines, seek innovation and change, and broaden perspectives; convergence workshop creates diverse expression products continuously.

2. Continuous Innovation in Expression Methods and Channels From the earliest graphic inventories, GIF production, and short video usage to later infographics, data visualization, electronic maps, animation, graphic live broadcasting, mobile video live broadcasting, and h5 page launches, the Network Station has been committed to continuous innovation and improvement of all-media expression forms. Simultaneously, it comprehensively coordinates and balances the resource advantages of multi-platform releases including PC 端, Lychee News, and mobile TV, and strengthens information communication coverage through multi-terminal and multi-channel innovative promotion via Weibo, WeChat, forums, and post bars.

For example: it created a beautiful and easy-to-understand long graphic for the Provincial Development and Reform Commission—“A Promise with 2020”—and an animated cartoon “Birth Record”: the cartoon + music + jingle expression is refreshing; it designed a “Sneak Peek 2020” long graphic for the Municipal Development and Reform Commission, providing fresh and interesting visual expression of Nanjing’s 13th Five-Year Plan. Particularly, the animation “Green” Moving Nanjing uses a 闯关游戏 (level-passing game) with the “Nanjing Big Radish” cartoon image walking through it, receiving widespread praise after launch; it produced a public service advertisement “Warm Jiangsu” for the first Jiangsu Provincial Online Community Conference and new media matrix launch: adopting a “cartoon + live action” combination method, exclusively designing the cartoon image “Water Drop 君” holding a camera walking through thirteen cities, capturing touching scenes along the way, presenting a collection of public welfare activities in various locations, with carefully hand-drawn landmarks for each city, and finally 拼接成 (piecing together) the original “Warm Jiangsu” LOGO with smiling faces, with unique creativity and carefully selected music, adding color to the opening ceremony of the Jiangsu Provincial Online Community Conference; it successively produced long graphics, H5 works such as “Jiangsu Provincial Civilization Office Invites You to Join the Group Chat and Talk About Civilized Tourism” upon request from the Jiangsu Provincial Civilization Office, all of which received high recognition from the other party and consolidated good long-term cooperative relationships.

3. Consolidating and Further Enhancing the “All-Media News Linkage Platform” In the first half of 2016, the all-media platform made a series of improvements in mechanism, issuing 8,360 press releases with 76,855,194 clicks, a 1.8-fold increase year-on-year. It launched the “Good Voice of Love” public welfare activity, which received good voices from various places, including famous actors Liu Kaiwei, Gulnazar, Che Xiao, Guan Xiaotong, well-known radio and television hosts, and hundreds of netizens. It also attempted cross-border integration innovation, cooperating with Didi Dache to expand the influence of Lychee News and the all-media platform through taxi service windows. During the period, it received dozens of contributions from taxi and express drivers, many of which had high click rates and achieved good social communication effects.

4. Building an All-Media Commentary Section to Strengthen Online Commentary Focusing on the all-media commentary section with “Lychee Commentary” as the main component, it currently has four column belts including *Lychee Current Affairs Commentary*, *Lychee Entertainment Commentary*, *Post-00s Talk*, and *Reporter’s Notes*.

The main column “Lychee Current Affairs Commentary” produced series commentaries around major events such as the “13th Five-Year Plan,” “New Thoughts and Achievements in Governance,” “2016 Jiangsu Two Sessions,” “2016 National Two Sessions,” and “Study the Party Constitution and Party Rules, Be a Good Party Member,” with some original commentaries produced under the name Su Ping. Most manuscripts were recognized by the propaganda department and promoted across key websites in the province, with some recommended to the national network information system for nationwide promotion and reposted by over 300 key news websites nationwide. “Lychee Entertainment Commentary” focuses on film reviews, publishing 2 articles every weekend, and produces original manuscripts according to the satellite TV program promotion plan, reposted to WeChat public accounts with large followings and achieving good results. “Post-00s Talk” uses a circular process of “editor assigns topics—teacher recommends authors—editor evaluates works” to identify a group of excellent new post-00s authors who have created high-quality manuscripts, with some recommended to the provincial propaganda department and the Communist Youth League for nationwide promotion. “Lychee Back Window” took initial shape early this year, using a process of editor topic assignment and author invitation, utilizing exclusive resources to seize hot topics and produce timely manuscripts, with three manuscripts on the most heart-wrenching gifts for Children’s Day all receiving high attention.

5. Emphasizing Original Content Planning and Carefully Crafting “Lychee Production” To date, it has formed more than 20 original columns of various sizes covering news, commentary, entertainment, short dramas, and other fields. These original programs shape the brand externally and cultivate talent internally, aiming to create our own famous editors, commentators, and producers.

4.4 Talent Development

With the development trends of mobile internet and innovative media convergence, the functions of certain positions at Jiangsu Broadcasting have gradually evolved, with increasing demand for compound talents who understand technology, products, content dissemination, integrated marketing, and data analysis. Based on the development scale of existing businesses, Jiangsu Broadcasting has reorganized the functions and requirements of various positions to vigorously cultivate three types of professional talents: integrated marketing talents, product specialists, and multi-media expression talents. It strengthens the cultivation of innovative talents, builds a professional talent team, forms core talent capability reserves, and helps the Network Station develop better, faster, and

more optimally.

5. Media Convergence Development Strategy—Taking Jiangsu Broadcasting Network Station as an Example

The Network Station will follow a three-step development strategy of “content productization, product platformization, and platform ecosystemization.” In the second half of 2016, while further optimizing and upgrading the existing “1+6” product cluster including Lychee Network and Lychee News, it will seize opportunities from various policy changes and industry developments, continuously transform thinking, and launch various forms of cooperation both internally and externally. It will develop hit products from high-quality IP resources within the station and achieve major breakthroughs in the industry.

5.1 Continuous Efforts on Key Projects and Reports

The main melody task force will accurately grasp current reporting requirements and seize propaganda hotspots: online culture season, Anti-Japanese War, National Memorial Day, year-end reporting, and festival reporting; advancing exclusive planning: “Clever Plans,” 6th Jiangsu Book Fair, “Study the Party Constitution and Party Rules, Be a Good Party Member” activity “Listen to Red Songs, Guess Song Titles,” National Memorial Day, “National Day” Golden Week, year-end planning (year-end content inventory), and Zijin Studio projects; maintaining key special topics: Governance in Progress, Study the Party Constitution and Party Rules, Strive to Be Good Chinese Netizens, Online Public Welfare Warm News; forging team strength: creating opportunities, striving to demonstrate quality in original reporting and exclusive design, forming style, and consolidating strength.

5.2 Actively Promoting the Development of “Lychee All-Media School” Convergence Workshop

The all-media platform will continue to expand manuscript sources in the second half of the year. Especially for major news reporting, it will strengthen planning and linkage, timely adopt joint interview methods to expand and strengthen original reporting of Lychee News, and take the initiative to find clues for major reports, changing the passive reporting method of waiting for review in the background. It will strengthen the diversity of reporting themes, enhance manuscript review and standardization.

The Lychee Sharp Review content matrix has been basically perfected. In the second half of the year, it will continue to expand authors for Post-00s Talk and Lychee Back Window according to existing processes and thinking, and form regular promotion patterns; continue to improve commentary quality, concentrate topic types, and clarify manuscript standards to create high-quality, high-click manuscripts; main melody commentary needs to expand the author team, balancing propaganda reporting needs and market response.

5.3 Accelerating the Development of Various Products Under the Network Station

Lychee News: In the second half of the year, version 4.0 will be launched with interactive live broadcasting functions, optimizing mobile live broadcasting function modules, adding features such as beauty filters, comments, previews, replays, and recommendations. Video live broadcasting, graphic live broadcasting, and interactive chat will serve as independent modules that can be arbitrarily combined to meet different live broadcasting needs. It will integrate Jiangsu Broadcasting's radio resources to enable real-time listening to station frequency live broadcasts within Lychee News; some premium content will be recorded, clipped, screened, and transformed for on-demand access; using instant news broadcast content, it will build an audio headline service, enabling Lychee News to be used hands-free. Ultimately, it will promote the maximum integration and utilization of Jiangsu Broadcasting's radio resources on mobile terminals and drive the audio transformation and utilization of other premium resources.

Lychee Network: In the second half of 2016, Lychee Network will continue to improve content and conduct continuous website promotion. In the second half of the year, it will establish a WAP site, coexisting with other Network Station products as one of the Network Station's products, and achieve seamless presentation with content from other multiple terminals. Currently, the WAP site design is completed and page production is mostly done; in the second half of the year, it will continue to advance and complete data docking work. In the second half of 2016, Lychee Network will also conduct promotion through multiple channels including station-network linkage and online-offline activities.

5.4 Accelerating the Implementation of Integrated Marketing Development and Revenue Planning

It will continue to expand integrated marketing thinking, providing customers with comprehensive and three-dimensional publicity strategies for landing in the Jiangsu region. Through station-network interaction, it will strengthen linkage with terrestrial channels and work together to secure brand client placements in the Jiangsu region. It will continue to expand cooperation with government departments, driving brand influence while also creating industrial revenue. Mobile TV has reached cooperation with China Mobile, with settlement beginning in August, and has launched the WoJia TV product with China Unicom Jiangsu.

[Figure 1: see original paper] *Jiangsu New Time and Space* All-Media News Studio 720-Degree Presentation (Source: Internet)

[Figure 2: see original paper] Jiangsu Broadcasting Corporation APP Products (Source: Mobile APP Store Search)

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

Source: ChinaXiv — Machine translation. Verify with original.