

Research on the Construction of Core Competitiveness in News Media: Postprint

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Abstract

The core competitiveness of media enterprises differs from that of traditional enterprises, as it must not only ensure corporate profitability but also shoulder an unshirkable social responsibility. Therefore, news reporting must focus on building core competitiveness under the premise of seeking truth from facts, which can be specifically achieved through distinctive brand building, content quality enhancement, marketing method innovation, localized reporting, and talent cultivation and reserve. This article proceeds from the concept of core competitiveness in news media enterprises, and by analyzing the constituent elements and existing problems of core competitiveness in news media enterprises, proposes pathways for constructing core competitiveness in news media.

Full Text

Research on the Construction of Core Competitiveness in News Media

Abstract: The core competitiveness of media enterprises differs fundamentally from that of traditional businesses. Media organizations must not only ensure economic viability but also fulfill inescapable social responsibilities. Consequently, news reporting must prioritize the development of core competitiveness under the premise of seeking truth from facts. This can be achieved through distinctive brand building, content quality improvement, marketing innovation, localized reporting, and talent cultivation. This article examines the concept of core competitiveness in news media enterprises, analyzes its constituent elements and existing problems, and proposes pathways for constructing such competitiveness.

Keywords: news media; core competitiveness; problems; countermeasures

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Since the concept of core competitiveness was first introduced in 1990, the intensifying pressures within the news media industry have led to its adoption and elevation, through long-term practical research, into a key theory for building competitive advantages. Particularly after the 21st century, China's news media industry has experienced rapid development with an expanding audience base, demonstrating significant advantages in communication efficiency, broad coverage, and substantial influence. With the development of network technology and widespread internet penetration, new characteristics have emerged, such as strong interactivity and remarkable timeliness. As people's demands for spiritual and cultural life become increasingly stringent, their need for news coverage has grown substantially, leading to the emergence of numerous news media enterprises that have achieved certain development. However, with audiences imposing stricter requirements on news quality (timeliness, accuracy, etc.), media enterprises must adhere to fundamental principles of news media development, continuously capture market dynamics and public needs, identify their own strengths and weaknesses, focus research on their advantageous areas, and systematically build core competitiveness to provide theoretical support for the industrialized development of news media.

1. The Concept of Core Competitiveness in News Media

Due to the unique attributes of the news media industry, its concept of core competitiveness differs from that of traditional enterprises. Unlike conventional businesses, news media organizations must bear greater social responsibilities, seeking economic benefits while simultaneously attending to social impact (public welfare, etc.). Therefore, mechanically grafting the traditional concept of core competitiveness onto the news media industry would be partial and unscientific. To ensure an accurate definition, we must move beyond rigid thinking and conduct a deep exploration of the distinctive characteristics of news media organizations—their social nature, sense of responsibility, and public welfare orientation—to achieve a rational definition at the level of essential attributes. Synthesizing these factors, we define news media core competitiveness as follows: an internalized organizational coordination and integration capability gradually cultivated through long-term operation, which relies on strong social influence to continuously enhance news quality and value, sublimating the cognitive value of audience groups while shouldering certain social responsibilities. This competitiveness enables the full integration and harmonious operation of all resources and capabilities within a news media enterprise, ensuring the maintenance of unique core competitiveness in future development.

2. Constituent Elements of News Media Core Competitiveness

The above conceptualization reveals that key constituent elements include operational mechanisms, news quality, brand building, and talent reserves.

First, operational mechanisms provide essential guarantees for enterprise development. For sustainable media development, innovation in operational mechanisms is imperative. While survival and development may be relatively easy for media enterprises, achieving broad global influence through traditional operational mechanisms alone is insufficient. On the path to industrialization, news media enterprises must persist in reforming their operational mechanisms, transforming traditional media organizations into professional news communication forces that keep pace with the times.

Second, news quality constitutes the primary condition for media survival. Currently, major media enterprises exhibit obvious homogenization in content and products, lacking high-quality content that can significantly enhance competitiveness. Like traditional enterprises, news media organizations require economic returns. Although profits currently derive mainly from advertising revenue, news itself possesses intrinsic value. Media enterprises can generate profits through resale or licensing of exclusive news resources within legal boundaries. Evidently, news quality not only creates value but also represents a critical factor determining the survival of news media enterprises and substantially influences the construction of their core competitiveness. Therefore, to gain competitive advantages, media enterprises must innovate in news quality and products, gain audience recognition through premium content, conduct secondary development of news content, and maintain originality, thereby building core competitiveness while obtaining news value.

Third, brand building represents the most direct approach to enhancing core competitiveness. Audience acceptance of a brand develops through long-term contact with a media enterprise, forming an ingrained mental impression. A strong corporate brand can significantly elevate core competitiveness, generating not only broad, high-level influence but also considerable economic benefits. To achieve brand building, media enterprises must establish clear positioning to create specialized advantages, leaving audiences with a deep impression in specific fields. Successful cases include Oriental Satellite TV's "Comedy Man" and Hunan Satellite TV's "Happy Camp." However, creating a characteristic brand is not accomplished overnight; it requires systematic planning from the preparatory stage of market research and big data analysis, through the mid-stage program production process (including long-term dynamic adjustments and improvements), to the final marketing and feedback stages. Once a media enterprise develops universally recognized distinctive features, it will make significant contributions to building core competitiveness.

Finally, talent reserves are essential for long-term enterprise development, and news media is no exception. Future enterprise development represents com-

petition for talent. News media enterprises must prioritize talent, enhancing competitiveness through cultivation or recruitment. Although talent development and acquisition increase short-term costs, ensuring a continuous talent supply not only enables sustainable development but also yields greater influence, higher recognition, and better economic returns over the long term.

3. Problems in Constructing News Media Core Competitiveness

3.1 Lack of Characteristic Columns

Currently, severe homogenization exists in media enterprise programming, with insufficient targeted innovation. In today's era of uniform news columns, long-term establishment in the news media field requires leveraging significant advantages such as geographical distinctiveness to develop characteristic columns. This is particularly critical for traditional media like television stations, which often lack strength in resources, technology, and marketing. Faced with increasingly fierce market competition, they frequently appear inadequate. New media based on the internet, with its powerful interactivity and timeliness, has gradually become the industry's cutting-edge force, while traditional media, lacking column characteristics and new media's communication advantages, faces unfavorable survival conditions.

3.2 Uneven Quality

Although new media has dealt a fatal blow to traditional media, its inherent advantages also create management challenges. Relying on the high openness and popularity of the internet, new media exerts tremendous influence in actual communication. However, within the highly open internet environment, guaranteeing news information quality becomes difficult. As people's demands for spiritual and cultural life increase, audiences have become more discerning regarding news content and quality. While the internet has enhanced news communication efficiency and diversified news sources and content—significantly improving news value and satisfying most people's needs—it simultaneously presents greater challenges for news quality management.

3.3 Outdated Promotion Methods

This problem primarily affects traditional media. Compared with new media, traditional media demonstrates unsatisfactory performance in self-marketing. New media operations and promotion are primarily internet-based. Although internet access remains unavailable in some remote mountainous villages, nationwide 普及 is inevitable with national economic development. As the medium for new media communication, internet development will necessarily drive new media advancement. New media conducts brand building and operational promotion through internet and mobile social platforms, achieving efficiency and influence unattainable by traditional media.

4. Pathways for Constructing Core Competitiveness

4.1 Building Characteristic Brands

Growing demands for spiritual and cultural life require news production to develop toward specialization and innovation. First, media enterprises must clearly define target audiences. In the era of big data, through social practice research combined with internet data analysis, they can identify audience preferences (content, reading habits, etc.) to conduct targeted innovation and create impressive characteristic columns tailored to their audience. Through long-term practice, summary, and analysis, they can gradually establish their own brand style and corresponding value orientation. It is important to note that news media bear significant social responsibilities, and their attitude toward major social events (disasters, etc.) is particularly crucial, directly determining the creation of social credibility. Therefore, news media reporting must reflect public sentiment, arrive at the scene promptly, complete timely information transmission, guide public opinion, and encourage spontaneous donations from audience groups, thereby enhancing social recognition and credibility and contributing to brand core competitiveness building.

4.2 Improving News Quality

News quality is the core element of media enterprise operation. The emergence of new media has led audiences to demand increasingly higher news communication quality. Currently, the main factors determining news communication quality are information authenticity, timeliness, and interactivity. First is authenticity—a difficult problem for new media to solve in the short term. However, as media enterprises, they bear the responsibility to ensure reliable information sources. Therefore, media enterprises must undertake the obligation to filter authentic information, continuously enhance media professionals' ability to distinguish truth from falsehood, and ensure objectivity and authenticity in news communication with a practical and realistic attitude. Second is timeliness—the timely transmission of information and acquisition of social impact represents a basic requirement of news communication. The internet has remedied the shortcomings of traditional media's untimely information dissemination, and what media professionals need to do is improve their ability to obtain news information promptly. Finally, interactivity represents a primary advantage of new media communication. New media can release news information in real-time through internet platforms and mobile social platforms, and audiences can interact with media professionals through comments and sharing after obtaining information. Necessary interaction can strengthen the connection between media professionals and audiences, helping media enterprises grasp audience cognitive trends.

For local media with significant regional characteristics, program design and production should rely on local features to create localized programs. Localization can be approached from two aspects: first, in-depth reporting of local news;

second, localizing external news. Due to unique geographical conditions, local media possesses inherent advantages in excavating and reporting local news, which can be achieved by assigning specialized journalists to 深入群众 and establishing audience hotlines to enrich information sources. When localizing external news, media can establish news extension programs that first report hot information from other provinces and cities, especially the initial implementation of local policies, then conduct comprehensive interpretation through expert analysis, including background and reasons, and finally connect it with local realities by combining local backgrounds and development conditions for feasibility analysis and summarizing potential consequences, enabling audiences to genuinely understand what effects would occur if the news happened locally.

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

Source: ChinaXiv — Machine translation. Verify with original.