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## Pathways and Vision for Regional Media Convergence Development —Exclusive Interview Transcript with Tian Jing, Deputy Editor-in-Chief of Yunnan Daily Press Group and Director of its All-Media Command Center

**Authors:** Diao Yigang

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### Abstract

Among these, “Yunnan Daily Media” covers traditional business areas such as advertising, distribution, and printing, as well as internet and new media operations; “Yunnan Daily Culture” is involved in real estate and automobile exhibitions, with a focus on promoting the Party newspaper rapid coverage project—“Urban and Rural Electronic Newspaper Reading Kiosks”; “Yunnan Daily Real Estate” has developed multiple projects including “Newspaper Metropolis,” “Anning Journalist Village,” and “Evergran...

### Full Text

#### Regional Media Convergence: Pathways and Vision—An Interview with Tian Jing, Deputy Editor-in-Chief of Yunnan Daily Press Group and Director of its All-Media Command Center

**China Media Technology:** Since 2014, Yunnan Daily Press Group has followed the important speeches delivered by General Secretary Xi Jinping at the fourth meeting of the Central Leading Group for Comprehensively Deepening Reform and on the “2·19” occasion. Under the leadership of the Yunnan Provincial Party Committee and Provincial Government, the Group has centered on its core mission, served the broader agenda, and focused on consolidating its position as a public opinion front, advancing its communication methods, and diversifying its product forms. What is the Group’s positioning and objective in this media convergence process?

**Tian Jing:** According to the development blueprint formulated by the Group's Party Committee, Yunnan Daily Press Group positions itself in the media convergence process as the Party's mouthpiece and a reflection of the people's voice. Committed to deepening reform, convergence innovation, transformation and upgrading, and achieving greater strength and cross-development, the Group aims to build first-class media, create first-class brands, and cultivate first-class talent. Our goal is to establish a regional, international new mainstream media group and large-scale cultural industry group—oriented toward South and Southeast Asia—with consolidated public opinion positions, advanced communication methods, and diverse product forms, possessing strong capabilities in public opinion guidance, news dissemination, and market competitiveness in the media and cultural sectors, thereby ranking among the nation's advanced provincial-level media groups. In the construction of Yunnan's mainstream media landscape and modern communication system, we play a leading role that aligns with Yunnan's position as a radiating center toward South and Southeast Asia. Through these efforts, we aim to build Yunnan Daily Press Group into a regional, international new mainstream media group and large-scale cultural industry group with consolidated public opinion positions, advanced communication methods, and diverse product forms, strong in public opinion guidance, news dissemination, and media-cultural market competitiveness, placing it among the ranks of the nation's advanced provincial-level media groups.

The Group has integrated the convergence of traditional and new media into its strategic development framework, identifying media convergence as the breakthrough point for transformation, upgrading, and innovative development. Based on Yunnan's actual conditions, the Group formulated a media convergence development plan, explicitly stating in its third five-year development outline: take content construction as the foundation, innovate communication forms, launch official Weibo and WeChat accounts, develop the "Yunnan Daily" Party-government news client, establish an all-media digital editing platform, and build a media convergence "central kitchen" platform.

**China Media Technology:** Please discuss the layout of Yunnan Daily Press Group's central kitchen construction.

**Tian Jing:** Since its establishment in December 2009, Yunnan Daily Press Group has adhered to the "separation of business and enterprise, and separation of news gathering and business operations" model. Amid profound changes in the media industry ecosystem, the Group has stabilized its newspaper business while actively accelerating the development of related industries to achieve diversified development, forming five major industrial sectors: "Yunnan Daily Media," "Yunnan Daily Culture," "Yunnan Daily Real Estate," "Yunnan Daily Finance," and "Yunnan Daily Tourism."

Among these, "Yunnan Daily Media" covers traditional business areas such as advertising, distribution, and printing, as well as internet and new media operations; "Yunnan Daily Culture" is involved in real estate and automobile exhibitions, with a focus on promoting the Party newspaper rapid coverage project—

“Urban and Rural Electronic Newspaper Reading Kiosks”; “Yunnan Daily Real Estate” has developed multiple projects including “Newspaper Metropolis,” “Anning Journalist Village,” and “Evergrande Yunnan Daily Huafu”; “Yunnan Daily Finance” has created the “Huifu Sihai” internet finance platform, securing financing reaching hundreds of millions; and “Yunnan Daily Tourism” has opened multiple direct flight routes within and outside the province.

Simultaneously, based on Yunnan’s and the Group’s actual conditions, we have steadily advanced media convergence work. The Group’s converged media platform (central kitchen) is a key project supported by the Yunnan Provincial Party Committee’s Propaganda Department for the province’s media convergence development, serving as the core platform for content production, channel distribution, resource sharing, and win-win development across the provincial Party newspaper system. In September 2015, Yunnan Daily Press Group established a central kitchen construction leadership group and working team to advance this work. The Yunnan Daily central kitchen is constructed in three phases: Phase I includes the all-media command center and all-media editing platform; Phase II and III include the all-media evaluation system, video live streaming system, VR/AR and drone application platforms, picture center, and user center.

**China Media Technology:** What has been the practical effect of implementing the Yunnan Daily converged media platform (central kitchen)?

**Tian Jing:** Through the intelligent construction of the all-media command center, all-media editing platform, and big data platform, the central kitchen has achieved multi-channel, multi-format information collection. For information distribution, we have built a mobile communication matrix, linking Weibo, WeChat, clients, and websites, implementing a mobile-first development strategy, forming a release sequence of “first client, then website, then newspaper.” We actively adapt to the development patterns of mobile internet, create mobile products, and expand the communication power and influence of Yunnan Daily Press Group.

Since its establishment, the converged media platform has participated in many major thematic publicity and reporting campaigns through live streaming, Weibo interaction, and other methods, such as the “Upgraded All-Media Interview Series on the ‘Go, Transform, and Reform’ Campaign,” the “Questioning Shanghai, Jiangsu, and Zhejiang—Special Coverage of Yunnan Party and Government Delegation’s Study Tour to Shanghai, Jiangsu, and Zhejiang,” the 10th Yunnan Provincial Party Congress, and the 2017 Provincial Two Sessions.

Here, I would like to share a case study. Last year’s coverage of “The First Anniversary of General Secretary Xi Jinping’s Inspection of Yunnan” took place before the National Two Sessions. As a key report on the province’s study of General Secretary Xi Jinping’s speeches and the launch of the “13th Five-Year Plan” grand blueprint, reports from all-media journalists dispatched across the province converged at the central kitchen. Following the principle of “one-

time collection, multiple generation, and diversified communication,” they were rapidly processed into multi-channel news products integrating various media, connecting online and offline, and bridging print and digital media. After dissemination, this created tremendous 反响 both within and outside the province, effectively inspiring Yunnan cadres and masses to strive for the “Two Centenary Goals” and achieve a good start for the “13th Five-Year Plan” economic and social development targets under the guidance of the “Five Development Concepts.”

Currently, the Yunnan Daily converged media platform is striving to become Yunnan’s primary online news outlet and the preferred platform for government information release and government-citizen interaction. A series of “converged” brand products and columns, including the Yunnan Online News Release Hall, major decision interpretations, “Yunnan Interpretation,” and “Yunnan Knows,” have gained recognition from leaders at all levels and netizens.

**China Media Technology:** Please briefly discuss the training and transformation of personnel at Yunnan Daily Press Group’s central kitchen.

**Tian Jing:** During Phase I construction of the Yunnan Daily central kitchen, we organized 13 training sessions totaling 850 participants. In the operation of the central kitchen, we hope to achieve a full-staff transformation toward digital products in the anticipated stage, gradually changing the approach of “assigning some people to do new media” to truly achieve “decentralization” in news production—that is, breaking the newspaper’s “central” status and treating the newspaper as just one product, with all staff directly participating in digital product production. The allocation of content productivity is comprehensively shifting toward digital products, evolving from the current shallow and small-scale convergence of “you in me, me in you” to deep and comprehensive convergence of “you are me, I am you.”

**China Media Technology:** What product clusters has Yunnan Daily Press Group formed in advancing media convergence?

**Tian Jing:** We have developed a number of “news + service” new media mobile products and comprehensively deployed mobile all-media editing platforms. We have developed an all-media editing command center system, promoted “dual responsibilities for one post” to achieve human integration, established the Group’s all-media backbone team, carried out all-media skills training, rapidly aggregated users, and advanced organizational structural reform. During construction, we organized the building of the all-media command center, digital media product center, converged media R&D center, and news information and user big data center.

At present, we have initially formed six product clusters: (1) a Party-government news product cluster centered on Yunnan Daily, Yunnan Net, and the Yunnan Daily Party-government news client; (2) a public opinion analysis and service, social conditions and public sentiment product cluster centered on the *Yunnan Daily Internal Reference*, “Yunmei Think Tank,” and Yunnan Net Public Opin-

ion Center; (3) an external publicity and outward-oriented product cluster for Southeast and South Asia centered on the “Four Journals” for external publicity, Yunqiao Net, and the Yun Express English website; (4) an urban and community product cluster centered on *Spring City Evening News*, Spring City One Net, and the Spring City Evening News client, providing community information and smart community services; (5) a theoretical research and commentary guidance product cluster centered on Yunnan Daily’s theory and commentary section, Yunnan Theory Net, and Caiyun Commentary; and (6) an innovative service product cluster represented by “Huifu Sihai” and “927 Travel Net,” covering internet finance, e-commerce, and tourism services. In advancing media convergence, we strive to achieve thinking convergence, organizational convergence, full-staff convergence, platform convergence, product convergence, user convergence, community convergence, and industrial convergence.

**China Media Technology:** Yunnan borders other countries and holds a unique strategic and economic position on the “Belt and Road” map. In recent years, what cases and experiences can Yunnan Daily Press Group share with readers regarding its efforts to connect China with foreign countries and enhance international influence?

**Tian Jing:** In 2015, when President Xi Jinping visited India for the 8th BRICS summit, Yunnan Daily Press Group collaborated with India’s *Pioneer* newspaper to launch the English edition of the *China • Yunnan* news supplement, which was first released in New Delhi and distributed throughout India. Simultaneously, Yunnan Daily Press Group pushed the initial content to Indian internet users through the U.S. *Beautiful China* new media platform, attracting widespread attention from Indian audiences.

Since November 2016, India’s *Pioneer* has published a full-page *China • Yunnan* news supplement weekly, providing rich and practical news and information for Indian professionals and readers from all walks of life to conduct various exchanges and cooperation with Yunnan, China.

After 20 years of continuous efforts, Yunnan Daily Press Group has cooperated with mainstream media in 8 countries to launch 13 *China • Yunnan* news supplements in 5 languages, created the “Yun Express” English website, and undertaken the publication of China’s only comprehensive monthly magazines in target countries’ languages: *Jixiang* (Burmese), *Mekong* (Thai), *Zhanba* (Lao), *Khmer* (Cambodian), and the multilingual website “Yunqiao Net.” This has formed an integrated external communication all-media matrix of newspapers, journals, and websites, achieving breakthrough progress in enhancing the international discourse power and influence of regional mainstream media. Simultaneously, we focus on innovating communication methods, advancing the transformation from single print media landing to all-media interactive convergence, and concentrating on building a large-scale multilingual international website radiating to South and Southeast Asia, strengthening network and mobile media communication cooperation. We actively expand cooperation fields, promoting the shift from single media communication cooperation to diversi-

fied industrial development, leverage resource advantages to actively cultivate international professional talents, and establish a media talent training base for South and Southeast Asia.

**China Media Technology:** What is the purpose of Yunnan Daily Press Group signing the Yunnan Provincial Party Newspaper Converged Media Platform Cooperation Framework Agreement with the Party newspapers of the province's 16 prefecture-level cities?

**Tian Jing:** On December 8, 2016, Yunnan Daily Press Group signed the Yunnan Provincial Party Newspaper Converged Media Platform Cooperation Framework Agreement with the Party newspapers of the province's 16 prefecture-level cities to share converged media platform resources. First, Yunnan Daily Press Group opens exclusive accounts for prefecture-level cooperative media to access the central kitchen. Second, prefecture-level cooperative media can directly upload original manuscripts to the Yunnan Daily Press Group's central manuscript database through the converged media platform. Yunnan Daily Press Group is responsible for organizing its subsidiaries, including *Yunnan Daily*, Yunnan Net, the Yunnan Daily client, *Spring City Evening News* and other series of newspapers, the Group's external communication platforms, and the Group's new media cluster to adopt relevant manuscripts and provide centralized feedback communication reports. Yunnan Daily Press Group will also, according to the needs of prefecture-level cooperative media, directionally push content suitable for prefecture-level cooperative media to use, for their selection, and provide other professional supporting services for prefecture-level cooperative media.

Through this cooperation model, Yunnan Daily Press Group has accelerated the improvement of its technical level in convergence development work, expanded communication channels for Yunnan's prefecture-level mainstream media, enhanced communication power and influence, and leveraged the converged media platform's functions of radiating nationwide, connecting China with foreign countries, and serving prefecture-level cities. At the Two Sessions of Yunnan Province held in January 2017, Yunnan Daily Press Group timely released press dispatches handled by Yunnan Daily to various prefecture-level city Party newspapers through this platform, while also publishing excellent manuscripts written by various prefecture-level city Party newspapers on platforms such as Yunnan Net under the Group. To assist various prefecture-level city Party newspapers in covering this year's National Two Sessions, Yunnan Daily Press Group is currently soliciting opinions from various prefecture-level city Party newspapers, with the all-media interview team dispatched by Yunnan Daily Press Group to Beijing providing required coverage content for each newspaper.

**China Media Technology:** Currently, many traditional media professionals are transitioning to self-media, and some media organizations, such as *Chengdu Business Daily* and *Beijing Youth Daily*, encourage journalists and editors to create WeChat public accounts. How do you view this phenomenon? What impact will it have on traditional media?

**Tian Jing:** Personally, I believe that the growing number of traditional media professionals transitioning to self-media proves from one perspective that media convergence is the general trend under new communication conditions, and the development prospects of new media are attracting these individuals. Some traditional media encouraging journalists and editors to create WeChat public accounts is also an effective means to help more traditional media practitioners adapt to the needs of media convergence development as quickly as possible. Our Yunnan Daily Press Group is doing the same, and we will formulate measures to support this in the next step. News communication has its laws, and internet communication has its laws. Under new communication conditions, how to enable journalists and editors to combine the two more quickly and reflect this in our reports and products requires our continuous exploration.

**China Media Technology:** What are the work priorities and strategic deployments for Yunnan Daily Press Group's convergence development in 2017?

**Tian Jing:** In 2017, Yunnan Daily Press Group has listed deepening media convergence work as the top priority and most important task in all Group work. Relying on the Yunnan Daily Media Plaza under construction, we aim to build it into a core platform for transformation and development, a gathering platform for brand resources, an innovation platform for convergence development, and a training base for internet talents. We will focus on building the central kitchen, new media center, multilingual news release hall, new media research institute, and maker spaces, comprehensively constructing a network and new media communication system, an all-media communication interaction platform, a public opinion monitoring, early warning, and analysis response platform, a large-scale multilingual external publicity platform, and an all-media multilingual media resource database, striving to build a news information radiation center based in Yunnan and facing South and Southeast Asia.

On one hand, we will continue advancing the second and third phases of central kitchen construction, building two systems: an all-media evaluation system and a video connection live streaming system; three platforms: VR (virtual reality), AR (augmented reality), and drone application platforms; and forming two centers: a picture center enabling online transactions and a user center containing user data, user behavior, and data mining. On the other hand, we will make breakthroughs this year in mechanisms and systems such as editorial processes, organizational structure, and evaluation methods, truly solving the problem of "you are me, I am you," and striving to achieve deep-level convergence.

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

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