

Analysis on the Implementation Path of County-Level Media Convergence Center in the New Era

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Abstract

At present, the construction of County-level media convergence centers is in full swing, and all regions are actively promoting the construction of county-level media convergence centers, but in the process of development, there are also many difficulties and challenges. In the construction process of county-level media convergence center, we should actively explore the sustainable development path, focus on the word "financial", perfect the system and mechanism, consolidate the talent guarantee, strengthen the service function, perfect the profit model, and promote the construction quality of county-level media convergence center.

Keywords

Media Convergence; County-Level Media Convergence Center; Implementation Path.

1. Introduction

In recent years, as the grass-roots layout unit of media convergence strategy, the construction momentum of county-level media convergence center is in the heyday and develops rapidly. At present, most county-level regions in China have built county-level media convergence centers, but due to lack of experience, there are many problems in the rapid development of county-level media convergence centers, and the new period and new development environment have brought new requirements and challenges to the construction of county-level media convergence centers. Under the background of deepening the construction of county-level media convergence centers, it is an urgent question for us to think about how county-level media convergence centers can truly play their due roles based on their own realities and strive for better survival and development.

2. The Implementation Path of County-Level Media Convergence Center in the New Era

2.1. Reform and Improve Systems and Mechanisms

The relatively backward system and mechanism is a big problem that restricts the development of county-level media convergence centers. Therefore, the reform of system and mechanism is the key to promote the construction of county-level media convergence centers. From the current actual situation, the construction of county-level media convergence center has the problem of rigid system mechanism and lag, many departments are only nominally cooperative office, but in the concrete operation process still use the original management system, there is a separate phenomenon, it is difficult to play the real cluster effect.

Therefore, to promote the development of county-level media convergence centers, first of all, it is necessary to break the shackles of the old system and mechanism, break down the barriers between various units and departments, clarify the rights and responsibilities of each department as well as the distribution of benefits, so as to change the situation of each

department "doing its own thing", improve the utilization rate of resources, and achieve real integration. In 2015, Pizhou Radio and Television Media Group was established, applying the enterprise management system to the institution, reforming the system and mechanism, and injecting new momentum into the development of media. Pizhou also actively explores the central kitchen operation mechanism of "one collection, multiple generation and multiple dissemination". In the face of large-scale themes, it plans and dispatching as a whole, thus saving manpower and material resources and improving work efficiency. In the form of "big screen with small screen, small screen with large screen, multi-screen with audience", it truly realizes the integration of content, channel, technology and personnel. Pizhou Radio and Television also established a financial media product laboratory according to the principle of interest recombination and cross-system matching, and produced a number of "hot style" products adapted to mobile reading.[1] The above system and mechanism integration innovation provides a reference for the system and mechanism reform of other county-level media convergence centers, that is, integration is by no means formal integration, but should be implemented at all levels to effectively achieve integration and linkage.

2.2. Strengthen Talent Guarantee

In the current construction process of county-level media convergence center, problems such as the absence of talent introduction system, poor promotion path, difficult guarantee of talent establishment and complex staffing have led to difficulties in attracting and retaining talents for county-level media convergence center. The poor promotion path will further reduce the enthusiasm of staff, as well as the staffing problem, which also holds back the pace of construction. At present, the rigid employment mechanism of county-level media convergence centers plays a negative role in stimulating the enthusiasm of staff and retaining talents, which needs to be reformed. And, the staff of county-level media convergence centers in many places have problems such as insufficient understanding of cutting-edge information of new media, unskilled operation skills and insufficient professional quality. Naturally, it is difficult to exert its power in practical work and effectively improve the communication power, guiding power, influence and credibility of county-level media convergence centers.

High-quality talents are the guarantee for the construction of county-level media convergence centers. How county-level convergence media can attract and retain talents is the decisive factor for the long-term prosperity of financial media enterprise.

The development of county-level financial media depends on the introduction of excellent talents. Therefore, county-level financial media centers should innovate the recruitment mechanism and attract the editorial staff of financial media through recruitment and salary improvement. Special policies for special talents will be implemented to attract all media management talents who understand the emerging media formats. In terms of the employment system, we should unblock the channel of talent promotion, abolish the disadvantages of seniority, clarify the complex problem of talent establishment, and attract, encourage and retain more people with real skills and knowledge to the construction of the county-level media convergence center. At the same time, it is very important to activate the creativity of talents, and it is necessary to improve the incentive and restraint mechanism. Data such as click-through rate and page views can be used as quantitative indicators to reward diligence and punish laziness, reward excellence and punish the poor. For example, Xiangcheng city in Henan have implemented performance appraisal, zero-salary system, all-staff competition, data assessment and last-place elimination system to improve fairness and strive to create "one-man-all-post" composite talents who can shoot, write, cut and broadcast.[2] At the same time, we should also pay attention to the issuance of rewards to be timely, to implement, must not let employees wait too long, or even just open a blank check, while away the enthusiasm of employees. Some places also use performance appraisal to expand the promotion methods of

employees. Take Changxing media group as an example, it has implemented the "points-based assessment system" since 2017, so that employees can have more channels for promotion.

In addition to attracting talents, county-level media convergence centers should also strengthen their talent training work and improve their talent training system. It is necessary to increase the investment, use the training courses jointly with universities and other ways, improve the existing reporting and editing staff's all-media business ability, and strengthen the talent resources reserve for the construction of county-level media convergence center. For example, Shanxi Province cooperates with universities to cultivate excellent talent teams, gathers high-quality talents, innovates the curriculum system, and provides financial media talent cultivation services to Party committees, governments and county-level financial convergence centers.[2]

2.3. Strengthen Service Functions

The theory of use and gratification tells us that audiences are active towards media, and they will contact media to meet their own needs. Therefore, the construction of county-level media convergence center must integrate and utilize media resources around the needs of the audience. Only by fully grasping and satisfying the needs of the audience can the actual effect of the construction of financial media center be exerted. General secretary Xi Jinping pointed out: "We should make solid efforts to build county-level media convergence centers to better guide and serve the people." [3] This requires county-level media convergence center in the process of construction must be profoundly changing its construction idea, firmly set up the consciousness of serving the people, based on local features and actual, give full consideration to the needs of the masses, update the content, targeted to push more close to the practical information of users, enhance the user experience, and constantly improve the service function of the masses.

In the actual construction process, county-level media convergence centers should innovate the working concept, enhance service awareness, Combine the people's actual needs with their own actual conditions. On the basis of fully understanding the actual needs of local people, county-level media convergence centers should combine existing talents and technical strength to build data integration platforms, provide corresponding convenient services for grass-roots people, effectively solve the problems people encounter in their daily life, and maximize the functionality of county-level media. For example, the county-level media convergence center of Yili County pays attention to the function of bringing goods into play, so that it can do more in the field of poverty alleviation. "Pushing together for a well-off life ·happiness in Yili" in the broadcast on the embodiment of its strong ability to cash. After the broadcast of "ecological free-range native chicken to promote the steady increase of income of poor households", it attracted the audience who watched the program to buy enthusiastically, greatly expanded the sales channels of free-range native chicken for poor households, and contributed to the increase of income of poor households. For another example, Tongzi county media center has opened 39 service projects for the convenience of the people, and the public can apply for 147 administrative services on the "cloud", and actively build information service complexes such as "media + government affairs", "media + service" and "media + e-commerce" to effectively solve the hot and difficult issues concerned by the public.[4]

2.4. Innovative Content Production

In the era of media integration, "content is king", the construction of high-quality content is an important foundation to maintain the eternal vitality of media. County-level media convergence center, as the news media closest to the grass-roots people, should have its own characteristics. In terms of content, as a county-level media resource, the county-level media convergence center should fully understand its own characteristics and advantages in the construction process: compared with the central and provincial media, the advantage of the county-level

media convergence center is that it is closer to the grass-roots people. Therefore, in terms of content production, county-level media convergence centers should also make full use of this point to strive for their target audiences, dig more local characteristics, produce more down-to-earth, highlight local characteristics, popular content of the people, and work harder in proximity. Last year, for example, the Global Poverty Reduction Partnership Workshop was held in Longnan city, this is a big event at home for the people of Longnan city. As a result, the topic soon became popular on Kuaishou App. Among them, 274 works under the topic of "Global Poverty Reduction Partner Seminar in Longnan" even reached nearly 12 million views, which achieved a good amount of views. The short videos released by county-level media convergence centers on major short video platforms or the tweets pushed by WeChat public accounts show that the ones with the highest views are those close to the lives of ordinary people and closely related to their vital interests. This shows that people are concerned about their own things, as long as it fits the audience's psychology and needs, pay attention to play a good connection, will inevitably win the favor of the audience.

2.5. Improve the Profit Model

The single profit model is a big problem that needs to be improved in the construction of county-level media convergence centers. In the construction process of the county-level media convergence centers, a large amount of capital is needed for manpower, equipment, technology, operation and maintenance, and it is a long-term fund guarantee rather than a one-time injection. Although the construction of county-level media convergence centers has the strong backing of the government, it will inevitably increase the burden of the government in the long run. For some economically underdeveloped areas, this kind of capital demand is even an unbearable burden. From the actual situation of current media convergence, some media still over-rely on policies, rely on financial allocation to maintain enterprise operation, fail to adapt to market competition, cannot actively explore the way to attract users, and it is difficult to achieve long-term development. Obviously, relying only on financial support from the local government or the state is not a long-term solution. If county-level media convergence centers want to achieve healthy and long-term development, they should not be "giant babies" relying only on financial support from the government. Instead, they should have the courage to explore and enhance their profitability.

Perfecting the profit model is an important way to ensure the healthy and long-term development of county-level media convergence centers. At present, the county-level media convergence centers are in urgent need of breaking the single advertising profit model and exploring diversified profit methods. In today's hot development of e-commerce platforms, county-level media convergence centers can also take advantage of this wind to expand e-commerce business. In the context of media convergence, many county-level media convergence centers are also committed to exploring revenue models such as "financial media +" and "news +" to enhance their profitability. For example, the Liuyang county media convergence center undertook the construction of municipal information projects such as "Village Sound", and attached great importance to the power of the platform. By leveraging media resources, it cooperated with radio and television, live broadcasting and other platforms to hold large-scale events and promote the upgrading of industrial structure. In 2019, its revenue reached 147 million yuan. The "Media + Industry" model of Changxing, Zhejiang province, has also developed rapidly. It has launched a variety of profit forms, such as "Media + Exhibition" and "Media + Local Government Debt", breaking the single profit model. Changxing also pays attention to the strength of the brand to strengthen the export, and works with more than 50 media all over the country for mutual benefit. Under this model, Changxing has achieved an annual revenue growth of 15 to 20 percent, generating more than 200 million yuan in 2017 alone, and by the end of 2018, its total users exceeded 600,000. [5] These profit models

can provide a reference for other regions, each region can combine their own actual situation out of their own county-level media convergence center revenue road. In the future, county-level media convergence centers can further open up their ideas, attach importance to the application of 5G, big data and other new technologies, enhance their ability to realize data resources, further extend the industrial chain and enhance their profitability.

3. Conclusion

As an indispensable link in the construction of all-media communication system, although there are various problems in the construction of county-level media convergence center due to lack of experience in the development process, on the whole, as long as the problems can be faced and solved, the construction of county-level media convergence center still has a bright future. In the construction of county-level media convergence center, we should focus on the word "convergence", improve the system and mechanism, cultivate talents, deepen the content service, improve the profit model, and promote the integration of multi-dimensional efforts. With the gradual maturity of 5G technology, artificial intelligence and other technologies, county-level media convergence centers should also be equipped with the express train of these new technologies to brave the wind and waves and develop rapidly in the era of media convergence.

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