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"Vertical+": A Study on the Strategic Path of Platforms for Creating New Regional Mainstream Media under the Threshold of Media Evolution

Yichuan Ma[1], Xiaoman Han [2]*

1 School of Literature and Communication, Jingchu University of Technology, Jingmen, Hubei, China

2 School of Film and Television Art, Hebei Institute of Communications, Shijiazhuang, Hebei, China

***Corresponding author,E-mail: hxm2931651921@ 163.com**

Abstract:

The integration and development of regional mainstream media, in the final analysis, is to gather local benign media resources, discover a fast and efficient linking channel for multiple groups, construct a "platform ecosystem" with good multilateral co-operation, build a deep integration and development of the mainstream media communication ecology, test the new operation mode of "vertical + industry", "platform + political affairs+ services", build a high-quality platform with core competitiveness, and explore a path for the transformation and upgrading of local traditional media to a new type of regional mainstream media.

Keywords:

media evolution; "vertical+"; new regional mainstream media; platform strategy; platform ecosphere

1. Introduction

Promoting media integration and development, the construction of all-media is China's mainstream media at all levels of an urgent issue in the contemporary era, but also the overall direction of the transformation and upgrading of traditional media. Media integration and development rose to a national strategy in 2014, after several years of top-level design reinforcement, grass-roots exploration of the pilot, China's media integration construction opened up the acceleration of media integration show a trend of vigorous development. With the rise of new media, local traditional media are facing enormous pressure. How to combine the media's regional resource advantages and individual reality, to explore a new regional mainstream media platform strategy to create a practical path, local traditional media transformation and upgrading, integration and development of the times.

This paper takes the media evolution theory proposed by Paul Levinson, a representative of North American media environmentalism, as an analytical tool. Compared with other media research re-

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sults, the content of the theory is more humanised and dynamic in its evolution. Among them, the "three-stage theory", i.e. "toy →mirror → art", is extremely representative. According to Levinson, new media are usually treated as toys in the early stage, and after the toys have evolved into mirrors, human emotion replaces the concern for technology and focuses on the real content displayed by the media. Realistic content consists of communicating and interacting with reality, which is the main value of the technology's existence. When the medium has the ability to reflect reality and transcend it, it achieves the third stage, the artistic stage.

The theory of media evolution was advanced in the 1990s and the beginning of this century, which accurately captured the law of individual media evolution and was of guiding significance to media evolution in China. In the past ten years, Chinese scholars such as Xu Lide, Chen Gong, Yang Taoyu, Lu Yan, etc. have explored the theoretical gaps and weaknesses around the ideological logic and research paradigm of the media evolution theory, and found new research directions and trends to advance the theory. However, with the development of media integration in China towards a deeper level in recent years, new shortcomings have emerged in the research of Chinese scholars on media evolution theory, which is hardly able to guide the practice of media integration, and needs to be combined with the reality of China's media evolution in the new period, especially the current situation of the construction of new regional mainstream media. For the creation of new regional mainstream media, Chinese scholars Ma Hongyan, Liu Lianlian, Chen Guoquan, Cao Jingbo, Zheng Hong and other scholars have carried out strategic analysis and path research by combining the actual operation of local and municipal party newspapers and broadcast media as well as the construction of some county-level integrated media centres. However, these studies are often limited to a stage, local area and a few media, lack of historical depth and breadth of research, and cannot provide global guidance for the development of media integration in China.

This research applies interdisciplinary knowledge of journalism, communication, media environment, management, etc., and conducts research on media integration practices in various regions and stages since 2014, organically integrates the theory of media evolution with the theory of platform strategy, and integrates with the iterative upgrading of local traditional media in the exploration of "Vertical+", and puts forward an innovative proposal of "Vertical+" under the background of media integration development in China. In the context of media integration development, the "new three-stage theory", i.e. "form (platform 1.0) → application (platform 2.0) → value (platform 3.0)", is realised to improve and supplement the media evolution theory, which is of strong reference value for the creation of new regional mainstream media. It has strong reference value for the creation of new regional mainstream media.

2. "Toys" and "Forms": Individual operation and overall integration

According to Levinson, new media are often born as entertaining, marginal, infantile "toys". It is "the result of an unexpected evolution" and "the pleasure of the viewer exists in the technological process, not in the result of the process, but in the process itself."[1] At this stage, people are unable to see the potential function of the medium, and the new medium is often treated as a "toy".

2.1. The dilemma of "toys": An analysis of the problems of individual operation

At the early stage of China's media integration, the emergence of the new media was not just a "toy" for

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entertainment, but also an important responsibility to lead the transformation and upgrading of traditional media and to integrate communication. People have already realised its potential functions. In this period, the individual operation of media can no longer meet the audience's demand for high-quality programmes. Under the action of internal and external forces, the news client (APP), a new medium under the broadcaster's banner, was bundled with the broadcasting frequency and famous brand TV programmes (or channels) to build a converged media platform. As the new media has just started and the institutional mechanism is still unsound, the radio and TV media, which are in a strong position, have a wait-and-see attitude towards the new media, creating a dilemma: on the one hand, the new media cannot meet the demand of users for accurate and segmented access to information, and they need to rely on the radio and TV media to deliver high-quality content; on the other hand, the new media cannot attract a large number of active users in a short period of time, and the "one end" has encountered a "starting" problem. On the other hand, new media cannot attract a large number of active users in a short period of time. In this way, the local numbers applied on national platforms or the "two-micro" (WeChat and Sina) media numbers and public number matrices have been pushed to the foreground to provide users with a low-cost version of the new media services. At this stage, media platforms are unable to meet users' demand for high-level entertainment, leisure and other content, and rarely take the initiative in overall activity planning and content marketing, making it difficult to bring significant growth in economic and social benefits to the platforms.

From the perspective of individual media evolution, Levinson's "toy" theory has three shortcomings in the context of media convergence: (1) The new media does not just play the role of entertainment and fringe, but is a medium that the local traditional media place high hopes on; (2) It is not true that people do not see its potential functions, but due to the reasons of the institutional mechanism, the potential functions are inhibited; (3) It is not possible to accurately explain the contribution of individual media to the evolution of media as a whole.

Based on the above analysis, this paper proposes that the first stage of individual media evolution is "form", which is the formal integration of multiple media (Platform 1.0), which is conducive to accurately explaining the relationship between individual media and overall evolution.

2.2. The integration of media forms: individual media as a member of the media platform ecosystem

The most important measure of management effectiveness is whether our customers are satisfied. [2] However, practice has shown that the simple bundling of new media with traditional media cannot form a fission effect, cannot solve the practical problems faced by media integration, and cannot satisfy customers. This paper argues that the key to organisational management optimisation is to open up a channel, establish a mechanism, add to the platform, deeply integrate the new media into the platform camp, and promote the chemical reaction between the media. Creating a "media platform ecosystem" has become a new issue in the development of media integration in the era of platform 1.0.

Regarding the "media platform ecosystem", Chen Weiru and Yu Zhuoxuan elaborated in their book Platform Strategy: "The essence of the platform business model lies in the creation of a perfect 'media platform ecosystem' with great growth potential. It has a unique system of sophisticated norms and mechanisms that

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can effectively incentivise interaction between multiple groups to achieve the vision of the platform enterprise." [3] The competition of future business models is mainly the competition of platforms. In this regard, Chen Tong, former editor-in-chief of Sina.com, pointed out that, "A platform is a channel that provides more than two groups with the ability to establish connections quickly. And a good platform is not simply to quickly establish communication and contact and to summarise transactions, but in many cases it must provide a more comprehensive service to support its platform attributes."[4] Fortunately, as the era of media individual operation is far away, the crisis awareness of local traditional media managers has increased, and they are actively seeking to warm up in a group, and a "media platform ecosystem" model with good multilateral relations is emerging, as shown in Figure 1.



Figure 1. The five-ring model of the platform's practitioner ecology

For local traditional media, the construction of the "media platform ecosystem" is both integrated and dispersed, including both individual practitioners and groups, as well as the media, society and the natural ecosystem. This is not as simple as adding new media to traditional media such as radio and television. The creation of the "media platform ecosystem" is expected to form a fission effect through multilateral co-operation. In this context, "Vertical +" has become an option to create a "platform ecosystem" in the context of media integration. This requires media platforms to overturn the original solidified thinking, pay more attention to the feelings of users in the multilateral market, test the waters of the "vertical +" communication industry, and jointly establish a platform 1.0 enterprise through institutional mechanism innovation, incentives for multilateral groups, and strengthened content interaction.

"Vertical+" is a vertical management model, whose advantage is to deeply plough into local resources, precisely serve target users, and magnify the effectiveness of communication. For local media, education, medical and health care, and financial industries play the role of "pacestter" in the exploration of "Vertical+". It is important to note that "Vertical+" is not just about allocating a few new media editors to traditional media, but also about constructing a product matrix that includes traditional media, new media, offline activities, and other elements to form effective linkages and interactions. Taking Radio and Television

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Media B in a certain city of Jiangsu as an example, in 2016, in the medical and health industry media to open the "vertical +" application, the media group developed more than a dozen cross-media products, carefully crafted "media platform ecosystem" has taken shape, the production of audio, video, as many as 30 H5 pop-up products were produced, followed by community precision marketing and strong after-sales service, which were well received by customers and made a profit of nearly 2 million yuan in the first year.

3. "Mirrors" and "utility": content production and overall application

According to Levinson, when “toys” evolved into mirrors, emotions replaced the focus on the technology itself, and people focused on the presentation of the medium's realistic content. The content of reality includes the communication and interaction of reality, which is the main value of the existence of technology. The "Mirror Theory" put forward by China sage Zhuang Zi discusses the strategy of treating things from a higher dimension. According to Zhuangzi, when something comes to you, accept it and concentrate on reflecting it; when something new is projected in the mirror, do not dwell on the past. The merit of the "mirror theory" is that it points to the importance of playing an appropriate role in any situation and integrating with the present circumstances.

3.1. Quandary of the "mirror": balance between content and technology

Levinson's argument of the "mirror" stage of media evolution repeatedly emphasises the importance of "content" over "technology". In fact, at any stage of media convergence, "content" is indeed a popular option, but "technology" has not been neglected, but plays an important role in content production. Technology" plays an important role in the production of content. The birth of any integrated media hit product, "technology" has contributed greatly. "Technology" converts the attention of viewers, listeners and users scattered in the communication ports of various media into data and traffic, and ultimately converts them into precise users who serve the economic objectives of the media and serve for the realisation of cash. Taking local media C as an example, in March 2020, when the epidemic was raging, the TV media paid attention to the slow sale of live chickens in a large local chicken farm, and took the lead in releasing the information of "Public Welfare to Help Farmers", which could be ordered by scanning the QR code below the TV; then the radio followed up the publicity, and mobilised fans to buy the chickens in its columns, public numbers and communities, and the micro-shop could be ordered; the new media could order the chickens through a small program; and the new media could purchase chickens through a small program. WeChat can place the order; the new media will put the goods on the shelves through small programmes, and attract fans through WeChat's circle of friends. Finally, the new media will integrate the information of each medium to create and repeatedly promote. In the end, the chicken farm sold 50,000 live chickens in stock, and the media platform achieved a revenue of 300,000 yuan.

It has been proven that "technology" is key to the platform's ability to build synergies and multilateral relationships. This also mirrors the shortcomings of Levinson's discourse on "mirrors", that is, the focus on "technology" has never been replaced by a difference in "content"; on the contrary, "technology" has received more emotional attention because of its importance. On the contrary, "technology" has received more emotional attention because of its importance. In this regard, Zhuangzi elaborates the role of the "mirror" in a

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more thoughtful way, i.e., emphasising the adaptability of human beings in the face of things. If Levinson's "mirror" theory can be integrated with Zhuangzi's "mirror theory" and deduced, it may prove that "practicality" is more important in the second stage of media convergence. important in the second stage of media convergence.

3.2. "Practical" operational types: *catalytic reactions to deeper integration*

In the new era, the construction of the "platform + content + terminal + application" of the integrated media platform, to achieve the main goal of platform 1.0 to 2.0 upgrade, is the second stage of media evolution - "practical is the second stage of media evolution - "practicality".

1. Three characteristics of "practical" operational types

In the period of Platform 2.0, under the baton of "practicality", each medium focuses on constructing a one-stop system of content production, promotion and marketing that is "mutually inclusive", so as to obtain sticky users and maintain regular interaction. In this process, the differences between media have become smaller, presenting the following three characteristics:

(1)As a result of the development of media diversity and the migration of audience information access, "the propaganda, educational and mobilising nature of broadcasting has weakened, while its news, entertainment and service-oriented nature has strengthened." [5] No longer content with the mystery of hiding behind the airwaves, the broadcast medium has begun to move into the realm of video with the help of the new medium of live broadcasting. Communities have become the main means for the broadcast medium to collect user information and tap into the fan economy;

(2)The TV media is in a state of anxiety and has become the main target of supply-side reform of broadcasting. Television media can obtain a new value growth point by building a "TV + Internet" dual-audience market media strategy, exploring "the operating law of media integration to plan and operate video programmes and advertising information, and keeping abreast of the latest consumer psychology and behaviour of users, so as to seize the communication high ground and win a wide market space. to seize the communication high ground and win a wide market space."[6] Against this backdrop, there has been an increase in governmental cooperation in areas such as finance and economics, politics and law, culture, science and technology, and sports, and the "Vertical + Industry" model has been replicated from the education and healthcare industries, where it was the first to test the waters, to more areas, with product matrices spanning multiple mediums being built one after the other;

(3)Whether it's the news clients of regional mainstream media or their local numbers on national platforms such as Tiktok, Bilibili and Today's Headlines, under Platform 2.0, the radio and TV media have gradually become "addicted" to the new media. When the platform becomes more and more useful and hassle-free, the more difficult it is for the parties connected to it to leave, the core of which is actually the user and the shopkeeper. Users can meet their own shopping scenarios above, and for the shop, it is very simple, there will be traffic flow.[7] As a result, broadcasting MCN with "practical" as its guiding concept has come to the forefront.

2. MCN: Cautious attempt of "Vertical +" "Practical" operational types

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Some scholars have summarised the development path of platform enterprises into six aspects: defining core values, expanding user scale, realising network effect, segmenting market demand to seize target users, choosing open or closed mode to determine key profit points, and implementing encircling strategy to establish media platform ecosystem.[8]

MCN, as a new industry, is a cautious attempt in line with the development path of the platform enterprise, as well as the practice and exploration of the new media to help the construction of the platform 2.0. MCN is actually an upgraded version of "vertical +". Since 2018, Hunan Radio and Television has taken the lead in laying out MCN, followed by Zhejiang, Shandong, Jiangsu, Anhui and other provincial radio and television, and the radio and television MCN map is gradually expanding. In the first half of 2020,under the epidemic, the live streaming bandwagon hit, and local and municipal radio and television media, with a vision for the Netflix economy, have entered the MCN. In April, the mainstream media in the Jiangsu province, D, built the MCN platform linking the In April, the MCN platform created by Jiangsu regional mainstream media D linked with local government departments in central and western China to bring in special agricultural products for farmers; in the "Beijing Consumption Season" in the post epidemic era, a regional mainstream media in Beijing, E, brought in goods for more than a hundred local catering enterprises through the live broadcasting platform, and the enterprises took out pre-packaged food for sale, which developed a new mode of offline sales for the offline enterprises, which is a new model for implementing the "Six Stabilisation and Six Guarantee" concept. In the implementation of the "Six Stabilisation and Six Guarantees" (content), we have built a “media platform ecosystem" by establishing a multilateral partnership that includes users, merchants, farmers (users) as well as broadcasters, MCNs (platforms) and the government (advertisers).

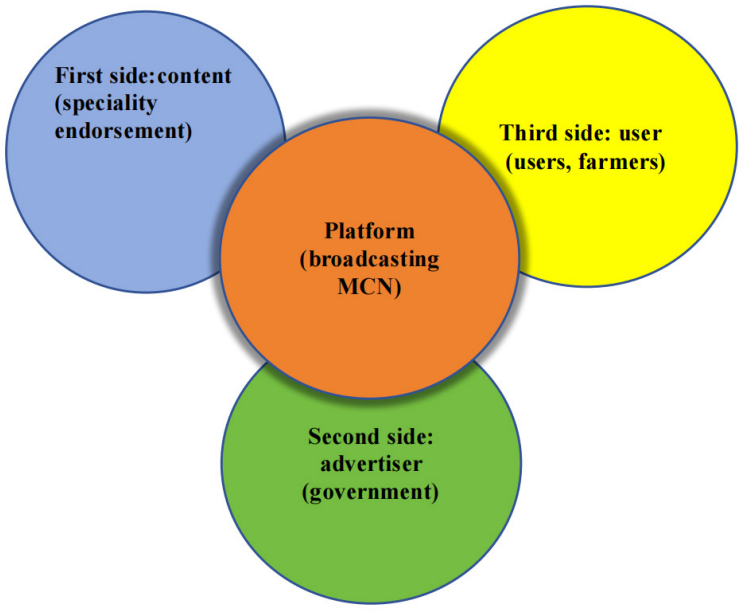


Figure 2. Schematic diagram of public welfare cases of Broadcasting MCN platform

However, broadcasting MCN is still difficult to get rid of the primary function of "toy". In today's media change, it is facing problems such as insufficient supporting institutional mechanisms, insufficient supply

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of human resources, lack of incentives to follow up, and lack of follow-up development. It is suggested that those who have not yet entered the market should focus on the following three issues: (1) whether they have the ability to accumulate a huge scale of users; (2) whether they have the ability to provide users with high-viscosity services; and (3) whether they have the ability to let MCNs benefit and let others make money first.

4. "Art" and "values": beyond reality and truly integrating

When discussing the "art" stage of media evolution, Levinson points out that when a medium can not only reflect reality but also transcend it, it reaches the third stage - the art stage.[9] Looking back to when MCN, VR, short videos, and other new media and formats first appeared, people's high expectations collided head-on with their immaturity, followed by disappointment and ridicule. However, when they are no longer in the spotlight, and are allowed to follow the original track of development, people suddenly realise that they are reshaping human lifestyles and social culture. However, "art" can influence life and shape culture, but if it is to be completely integrated into life, it requires a convergence of "values".

4.1. The problem of "art": the difficulty of transcending reality

Although the broadcast MCN is a kind of industry with high hopes, but at present only 5% of the following broadcast MCN profit fact is warning people:, it is difficult to beyond the reality. After a period of development, MCN stepped into rationality, by the goods enterprises turn to favour the "pure commission model", that is, do not pay the goods on the shelves fee, how many goods sold to how much commission, which makes those non-head MCN enterprises bottomless, struggling to move forward. Nevertheless, the efforts of broadcaster MCN did not stop. Taking Hebei Radio and Television MCN as an example, in 2020, the organisation signed up nearly 300 hosts and anchors in the national radio and television system one after another, and is exploring the path of transforming radio and television hosts into all-media anchors. In the future, how the radio and television MCN will break the institutional barriers, innovate the employment mechanism, and reengineer the business process can be tracked and observed through the long-term tracking of Hebei Radio and Television MCN. Overall, broadcasting MCN is generally encountering development bottlenecks. Nowadays, decision makers need to think about their platform strategy in the following four dimensions: (1) Once the resources and capital investment period given by broadcast media to MCN is over, is a mandatory stop-loss line set? (2) After the organisational and management optimisation and the implementation of a corporate-like or corporatised system, how can the broadcast MCN achieve further independence in terms of personnel and financial rights? (4) When the conditions are ripe, will the staff working in the broadcaster's MCN "retain their establishment and status", or will they be turned into company employees across the board? How to form a community of interest with them? (5) As the middlemen's way of earning the price difference is getting narrower and narrower, how can broadcasting MCNs enhance their content ecosystem and increase their cash flow?

According to management scholar Fred Hertzberg, for employees, the real motivating factors are: a sense of achievement, achievement being recognised, the work itself, a sense of responsibility, and opportunities for personal growth and advancement.[10] For employees who have successfully transformed from

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broadcasters to bandwagon broadcasting professionals, what kind of incentives will broadcaster MCN use to enhance their motivation and sense of achievement? This is a question that the platform should think about. In the future, how will the broadcaster MCN broaden the boundary of realisation and make deeper articles in "Vertical+"? Perhaps, bringing goods for local commodities and cultural and tourism products, and forging live e-commerce services with local characteristics is the direction for the survival and development of broadcasting MCN. Towards this step, the convergence of "values" is the core element of creating platform 3.0.

4.2. Convergence of "values": speculations on the future of building new regional mainstream media

In recent years, the local traditional media generally appear revenue data serious decline, the ability to realize a substantial weakening of the content production depth of homogenisation and other issues, media brandis becoming increasingly vulnerable, the development of media integration is imperative. In this regard, some scholars believe that media integration is the need for top-level design, global, strategic chess, so that radio and television MCN to lead the transformation and upgrading of traditional media, it is difficult to be a big job. The future of local radio and television media, both practitioners anxious, but also let the decision-making layer troubles. In the face of the current complex situation, some scholars point out that in the context of the traditional business model, the acquisition and merger of weak brands by strong brands happens from time to time, and this situation is still a norm under the platform business model, and the competition is more intense.[11] Therefore, in the third stage of media convergence, "shutting down and transferring model" will become the norm, and the convergence of "values" among media is a necessary condition, and "true convergence" is the way to go.

1. Changes in content production

Theory echoes practice. In October 2019, the State Administration of Radio, Film and Television (SARFT) held a meeting on the management of national television and media organizations. At the meeting, Gao Jianmin, deputy director of the SARFT, pointed out that it is necessary to accelerate the streamlining and streamlining of channels and the development of media integration. From 2020 onwards, as the reform of regional mainstream media enters into the deeper expiration, the development of media integration may appear as follows: (1) a number of disadvantaged TV channels will be "shutdown and transformed model"; (2) broadcasting frequency positioning is more typified and deeply bonded with the marketing activities of radio and television. (1) a number of weak TV channels will be "shutdown and transformed"; (2) the positioning of radio frequency is more typological, and the depth of the adhesion with the radio and television marketing activities. Service local large-scale government and enterprise activities, will become an important way to expand the economic growth point of radio and television; (3) radio and television MCN as a representative of the new media into the competitive market, by the mechanism of more flexible self-media and platform enterprise impact, radio and television MCN or will be marginalised; (4) with the deepening of the integration of radio, television and audiovisual industry, the concept of television programmes, online video will gradually become more and more important. (4) With the deep integration of broadcasting and audiovisual industry, the concepts of TV programme and online video will be gradually weakened, and people will be accustomed to using the concept of "video programme" without media attributes.[12] It is

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expected that more video programmes with local characteristics will become "explosive" products of regional mainstream media; (5) Under the banner of media convergence, some regional newspaper groups and radio and television groups have merged and integrated, and upgraded into a "Five-in-One" group comprising of broadcasting, television, newspaper, PC and mobile. "(Platform 3.0), a new mainstream media group with broadcasting, TV, newspapers, PC and mobile, and its power has been further strengthened.

2. Changes of the media platform strategy

Since the 1.0 era of the media platform, the practice of "Vertical+" has always permeated the exploration and practice of creating new regional mainstream media, which is a projection of the "values" of media integration. Some scholars have pointed out that common goals and values are very important to the development of an organization. Without these, there is no organization, but motley crew.[13] In the era of Platform 3.0, when media integration is going deeper and deeper, the implementation of strategy is a dynamic management process from top to bottom. Strategic goals are agreed upon at the decision-making level, then communicated to the middle and lower levels, and then broken down and implemented in various tasks. The main ways to ensure that the strategy is translated into practice are organizational adjustment, resource mobilisation and management change. Therefore, the implementation of the media platform strategy is a process of mobilization and organizational cohesion, and all parties should reach a consensus on the development direction of "deepening reform, deepening localisation and deepening integration". It is to be hoped that the overall layout of regional mainstream media in a number of areas is maturing, and more innovative initiatives are on the agenda.

For example, based on the "central kitchen" and "content pool" applications that mainstream media around the world have been working on in recent years, broadcast media are making efforts in the areas of content production, project marketing, human resources management and process reengineering. Among them, the focus is on process reengineering, i.e., reengineering the business process for user satisfaction, aiming at breaking the management mode of setting up departments according to the functions of the platform, taking the business process as the centre, re-designing the management process of the platform, and pursuing the global optimum, so as to make significant improvements in cost, quality and service.Specifically, the platform 3.0 era will still be led by the concept of "Vertical+", with the following main features: (1) Verticalisation of management. In terms of top-level design, a vertical organisation will be created within the broadcast media to carry out line management. With the deep integration of the domestic broadcasting and audiovisual industries, the broadcasting industry is actively building smart broadcasting and building a media cloud ecology covering the "cloud", "network" and "client"; [14] (2) Verticalisation of resource allocation. De-channelisation and in-depth promotion of the "great centre system" reform, a mechanism that promotes the unified management of content production, administration, government-enterprise services, and activity marketing, and solves the problem of dispersed resources under the "professional channels" in the new situation; (3) Verticalisation of the editorial department of the integrated media. Verticalisation. At a time when supply-side reform is being pushed forward, the editorial department of the media has become the gatekeeper of the "content pool", allocating resources to serve users in vertical fields in accordance with the layout of "vertical+industry", and stimulating the endogenous momentum of platform development; (4) Verticalisation of the production department of the media. The media production department is the "central

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kitchen" of content production, and the media editing department is responsible for the scheduling and command of content production, so as to "design the content of the work, so that everyone can become an expert in his or her own part of the responsibility". [15] This is also a new fission of supply-side reform, the main purpose of which is to release the dividend of talent, enhance the production capacity and dissemination effect of high-quality content, and realise the development of media integration.

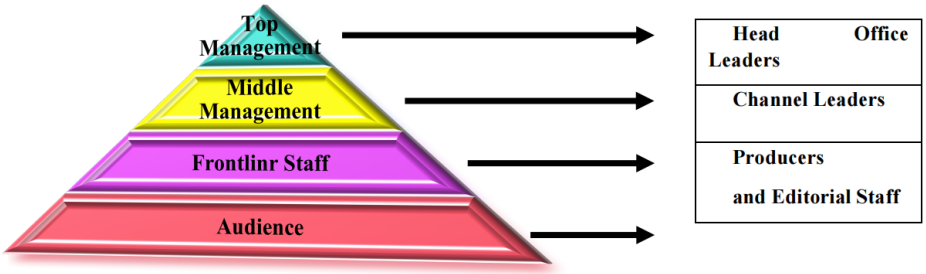


Figure 3. "Professional channels" tower organizational structure

3. Changes in evaluation mechanisms

The study found that monitoring and assistance from buyers had a significant positive impact on sellers' CSR, while the impact of assessment and incentives was not significant. [16] Practice shows that the positive influence of assessment and incentives mainly comes from the seller - the fusion media platform. From the perspective of human resource management, the quality of an organisation depends to a large extent on the quality of the employees it employs.[17] Therefore, to build a new regional mainstream media and promote the platform strategy, it is necessary to pay attention to the creation of employees' labour and pay attention to it from the level of spiritual incentives. (1) Improvement of incentives. In terms of spiritual incentives, there are the following three dimensions of influence factors: X-axis, referring to the environment. It includes both the macro environment of our country's politics, economy and system, as well as the internal management system of the platform and corporate culture, etc. Y-axis, refers to the input. The Y-axis refers to inputs, including factors such as work pressure, intensity, career opportunity cost of platform employees, as well as mental inputs such as psychological expectations, etc. The Z-axis refers to rewards. Z-axis refers to rewards, which include material rewards such as salary, welfare, promotion opportunities, social status, personal honour and influence, and sense of achievement.

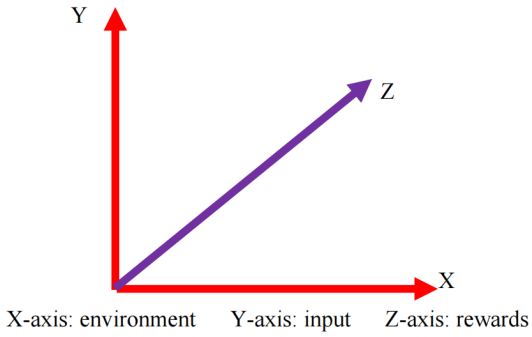


Figure 4. Three-dimensional model of ecological influences on media platform practitioners

By analysing the factors of the employees' practice ecology, the platform should strengthen the spiritual incentives for them, which can be done in this way: focusing on the evaluation of the honourable titles

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such as "excellent employee", "labour master", "chief", "lifetime achievement award" and so on. Focus on the evaluation of honour titles such as "Lifetime Achievement Award". With the help of spiritual incentives, enhance the sense of belonging of employees to the platform; send outstanding employees to domestic and foreign first-class platform enterprises to study, training, so that paid training has become an important honour; from the management, professional and technical, work and other levels of promotion channels, breaking the limitation of growth. (2) Improve the marketing system. Promote the platform strategy, but also through the marketing work of the last stage, through the integration of data and mining, to achieve the effective allocation of production and consumption resources in the region.[18] This requires the establishment of a big data agency to serve the entire mainstream media group, collect information on active users from various vertical ports of broadcasting, analyse their participation and stickiness, set up a classified user database, carry out real-time maintenance and services, capture the fan economy market in depth, and complete the layout of the industrial chain, so as to build a media integration development system with the characteristics of local mainstream media.

5. Conclusions

Creating a new regional mainstream media is a reengineering of processes and a reconfiguration of human and platform resources. The construction of an integrated media platform based on "Vertical+" will further release higher productivity. Local radio and television media should make scientific decisions based on the actual situation of their units and the competitive environment, identify the strategic direction of the platform, push forward the development of media integration, promote the iterative upgrading of "form (platform 1.0) → application (platform 2.0) → value (platform 3.0)", and forge an industrial chain that can satisfy the needs of multiple markets, so that the media will be able to meet the market demand for We will explore local experience and contribute to the creation of a new regional mainstream media group with local characteristics.

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