Practical Reflections on Media Communication Empowering Communicative Exchange in Media Marketing

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Abstract. How to convert communication resources into operating benefits is a problem that needs to be solved in the process of media convergence. Based on the market research industry survey data of CTR, and combined with practical cases from institutions such as China National Radio Media Group, China Central Television, Jiaxiang County Media Convergence Center, this paper studies the specific paths through which media communication promotes media marketing. The research finds that the five dimensions of credibility transformation, content co-creation, technology-driven innovation, scenario loop and industrial collaboration, organizational capabilities constitute a progressive path: credibility provides trust resources, content co-creation reshapes product forms, technological capabilities enhance efficiency and accuracy, the scenario loop and industrial collaboration complete the transformation from reach to consumption and expand the value intermediary role of the media, and organizational capabilities provide institutional conditions for the implementation of each link. The five dimensions are not independent; the absence of any one link will reduce the overall impact of empowerment. At the same time, there are also risks of excessive credibility, the transfer of content quality to commercial demands, and the weakening of content judgment due to algorithmic dependence that need to be avoided.

Keywords: Media Communication, Media Marketing, Media Convergence, Communication Exchange, Operating Capacity.

1. Introduction

The Operating Environment of mainstream media has changed structurally in the past ten years. The main problem is not a drop in sales or a change in the distribution network; rather, it is a loss of the original link between communication and business. The decline of traditional advertising is due to the shift in the centre of information dissemination from media to digital platforms; therefore, advertisers no longer need to use media to reach their audiences. The problems that arise from this are more fundamental than "how to increase revenue": when communication channels are no longer scarce, can the long-term accumulated communication capabilities of media be converted into operational capabilities? Although this problem has been addressed in practice, academic research has not kept up.

Media Communication Drives Marketing. The "communication" here refers to concrete interactive activities among the media and the audience for the purpose of transmitting information and sharing values [1], not merely the idea of influence. These activities refer to both the content spread by the media to the public and the value communication among brands and users through media channels. Therefore, this paper will explore the empowering effects of these interactive activities at different times.

According to the industry, other enterprises have also changed their models. According to the "2026 China Advertiser Marketing Trend Survey Report" by CTR, almost 70% of advertisers will invest in broadcasting new media in 2026, an increase of 5.4 percentage points from 2025, and 30% of advertisers will increase their investment. Seventy-three percent of advertisers recognize the value enhancement of new media in AI technology application, and nearly 60% of advertising owners give positive evaluations to the model of host-led vertical recommendation and cross-screen live streaming/short video clips for traffic diversion. The flow of advertising funds shows that the market has reduced the value of resources in mainstream media communication and raised their price; now, only those that can demonstrate strong credibility and high-quality content are considered worthwhile investments.

Previous research has focused more on the changes in media business models or the impact effects of media on communication; relatively few studies have explored "communication-empowering marketing" as an independent variable [2]. The above questions are addressed by the case studies in this article.

2. The Transformation Logic of Credibility as a Marketing Resource

The most valuable communication asset in the hands of the mainstream media is credibility. This is the result of extended professional journalism and institutional authority; it cannot be reproduced by commercial platforms. Commercial platforms can achieve targeted dissemination of information and traffic via algorithms; however, at their core, there is still a lack of institutional trust. This will be a loss of credibility for them in the short run [3]. Credibility is a type of soft power in communication, but it can be converted into a hard value for marketing; therefore, it is an issue that should not be ignored in the business transformation of the media.

The "Four Transformations" put forward by the China National Radio Media Group provide an analytical system: single-media advertising marketing to integrated marketing across all media; resource marketing to value marketing; audience marketing to user marketing; and brand marketing services to media think tank services. The first is that the function of resource marketing is now value creation. Resource Marketing regards communication paths and time windows as commodities, sets prices according to their coverage and the number of viewers, and employs Value Marketing to create high-quality content, thereby building trust with users and providing service benefits. Clients no longer pay for advertising space and rely on endorsements and brand-value enhancement.

The reason for this change can be explained by the theory of trust transfer in marketing. Trust can be transferred from a familiar object to another object. Audiences' trust in the media will be partially transferred to the brand when brand information is spread [4]. Based on the interpretation of the CTR report, advertisers have increased their investment in radio, television and new media because they believe in the credibility foundation and a stable, secure communication environment. The essence of credibility empowerment is to release the social trust stockpile built up by the media in the area of news communication in a controlled way for commercial communication.

The Marketing Transformation of Credibility Has Risks. Credibility itself is non-commercial social trust. Too much commercialisation will reduce people's trust. The fourth direction of the China National Radio Media Group's transformation of brand marketing services is media think tank services. The goal is not to use up the credit once, but to extend it to continuous value services and deepen the relationship of trust by building trust at every stage of service delivery. The sustainability of credibility empowerment depends on whether the media can maintain the core of high-quality content and public value in commercial cooperation. The bottom line is that the media should be able to combine the requirements of business with social responsibilities in a dynamic way, and neither should take precedence over the other.

3. Content Co-creation Reshapes the Boundaries of Communication and Marketing

Credibility provides trust resources, but these trust resources need to be converted into specific marketing products through the cooperation of content production methods. In the era of traditional media, the content department handled the content, and the operations department managed advertising. They set up time slots and page arrangements to do so. With the development of all-media, walls have fallen. Brands were no longer satisfied with buying advertising space; they wished to enter the content production area and cooperate with the media. Thus, "content co-creation" began to emerge [5].

A representative case is the collaboration between China Central Television and Guangzhou Automobile Group; "Qingdong China • Meeting Champions" moved the interviews into a car and

called it a "mobile meeting room". The Space inside the car itself became a narrative; the no-microphone karaoke function resulted in the "low-pitched version of Boundless Oceans, Vast Skies'", and the car's folding tray table facilitated the scene of "Olympic champions knitting sweaters". The sections were not remembered because they were advertisements; they were simply not. Collision of product functions and the state of the person naturally arose. After the programme was released, the number of reads on Weibo exceeded 300 million and the total online plays reached more than 72 million. CCTV.com called it a "new integrated content production model" of "business + events + communication". Brands are no longer just symbols of the content; they have become inherent attributes of the content.

China Central Television and Xiaohongshu have achieved further success in 2026 at the World Cup. The joint production of "Noon Football Talk" had guests read Xiaohongshu fan posts from the scene and present the community's original discussions on television. It had 35 episodes and over 800 million cumulative online views, and was an outstanding work of intellectual property for CCTV at the World Cup. Here, the content production capabilities of the broadcasting industry and the community ecosystem of the Internet platform met; the former provided professional production and authority endorsements, while the latter provided lively user expressions. The Mode of communication by brands with the public has changed; they no longer release one-way announcements through media platforms but actively engage in daily conversations with both media and users.

This cooperation brings new demands for cooperation among the media. If the content team and the operation team work independently in their respective areas, there will be no coordination during the planning stage of the project. Wang Yuejin of China National Radio Media Group said at the 2024 Brand Integration Communication Release Conference that "fusion communication means using the most economical investment and resources to achieve the most efficient communication", and when translated into the operational level, this means that the media needs to change from being a channel provider to a content solution provider. The problem is not a lack of desire, but rather that the organisation's processes and talent structure are unable to meet this need [6].

4. Precision Marketing Driven by Technology and User Connection

Technology can improve efficiency, but it cannot solve the problem of trust. This is the most difficult problem for media marketing to solve. In an all-media environment, the problem is no longer how to show more people, but how to gain the attention of the audience. To achieve high-precision reaching, data accumulation and technical response functions are required.

AIGC has rewritten the cost structure of content production. Jiang Tao, the executive vice president of the CTR Media Integration Research Institute, presented two sets of data at the 6th China (Beijing) Radio and Television Media Convergence Development Conference: MangoTV's "Shanhai AIGC Platform" has shortened the production cycle of micro-dramas by more than 30%, and Hangzhou Daily's "AI Siege Engineer Team" has reduced the time for a single work from one month to 12 hours. Shorter cycles allow the media to meet the personalised needs of brand clients, reduce the marginal cost of marketing content, and make small-scale customisation no longer unprofitable [7]. CTR's survey also found that 72.7% of advertisers believe the application of AI technology will be the main driver for value addition in radio and television new media.

The other is to deepen the connection with users. In 2021, Zhejiang Radio and Television launched the "China Blue Journalist" project and created a communication matrix by using the personal IP of the host as the hub. To date, about 20 media-person IPs have been developed and a total of 70 million Matrix fans have been gathered. Among them, "News Sister" is especially popular, with 42 million fans across the network, and it has been the top Chinese media host for three consecutive years. Jiang Tao refers to the above model as "IP-driven" and believes that IP has become the "super interface" for connecting with users and achieving long-term development of mainstream media. The Accuracy

of this approach is due to the long-standing trust that has been built between the host and the fans, and it is not promoted by algorithms.

The advantages and disadvantages of the two paths are known. Algorithms are general-purpose but lack a foundation of trust; personalised IP is very reliable but also limited in terms of production scale. Algorithmic push is carried out through technical intermediaries for precise delivery and falls under user reach via technical intermediaries; IP achieves connection via a personalised trust relationship between the host and the fans and is included in the user reach under the interpersonal intermediary [8]. In practice, the two are often used together to overcome the trust problem of IP and extend the scope via algorithms. Only when the media can achieve a balance between technological investment and talent cultivation will it be known whether this combination is effective; else, they will not be willing to accept that the ultimate goal of precision marketing is not to increase traffic figures but to make users willing to keep paying for trust.

5. Deepening Marketing Through Closed-loop Scenarios and Industrial Collaboration

Build trust first, and then carry out the transformation. Conversion will not be achieved unless the media are willing to extend the communication path to the transaction stage. Therefore, the focus of operations has moved downstream from communication services to consumption scenarios and even industrial services. Now, the media do not only inform people of "what has happened" but also shape the way people obtain that information. Content builds awareness and trust; consumption offers an experience and conversion. The Media are links in the chain [9].

The actions of the General Manager's Office of the Central Television Station are relatively obvious. Based on the "Brand Power Project", they have put forward a "1+N" communication model that does not just inform, but also allows people to experience and buy. Over time, the media have changed from being the origin of information to connecting brands, content and consumers.

The plan at the county level is more feasible. The Media Center of Jiaxiang County organised a series of "Jiaxiang Culture" live broadcasts in collaboration with Internet influencers and local anchors. The main live-streaming room had more than 3 million unique viewers and a total view count of over 7 million, and the total traffic exceeded 40 million. Live-streaming connected cultural tourism spots, such as the Wu Family Shrine Han Painting Stone and the Lu Brocade Museum, to bring an offline experience online and boost consumption. Over the three nights, more than 20,000 local residents and tourists arrived. Lechang City has organised a series of "Media+" activities for the golden-nane plum (a type of plum tree). Short videos and live-streaming were used to create initial popularity, and a million-follower KOL was appointed as the recommendation officer. The media and e-commerce worked together to increase the proportion of e-commerce sales in the core production area to nearly 60 per cent.

The Qingyuan Radio and Television Station is also worth mentioning. Together they have produced the youth-aid agriculture variety show "Go Wild!". Young Men" by Tencent News. By the end of 2025, the total online coverage of the program will exceed 353 million, and the cumulative plays on all platforms will exceed 19 million. After the program became popular, Qingyuan Station immediately organised a New Year's Festival special event and completed the path of "content seeding—scenario experience—consumption action". The media's influence was turned into real economic benefits.

Looking at these three cases together, the media is no longer satisfied to be the last link in communication and has begun to intervene in industrial services. In the course of marketing, the deepest level for media is not to help others sell advertisements; rather, it is to integrate deeply into the local industrial chain with its content production and communication mobilization capabilities, and thus become a service provider for industrial upgrading [10]. The media need to better understand the content and industry to address new problems in organisational capacity. Based on the three cases above, the prerequisite for media intervention in industrial services is to find the intersection of their

own communication strengths and the demands of local industries, rather than simply expanding operations indiscriminately.

6. Organizational Capacity: The Infrastructure for Enabling Marketing Through Communication

The realisation of the first five dimensions will depend on the capacity of the organisational structure. For many years now, the channel-based and department-based systems have been built around the content production process. It is not easy to develop flexible units that can meet changing market demands. Reorganisation of organisational capabilities is a prerequisite for the construction of communication-enabled marketing [11].

Zhejiang Economic Television is an example. The "ZMG Fengyun Communication Center" will be established in 2025 to build a new-generation vertical communication hub for content creation, platform management, brand incubation and resource connection. The head is the 22-year-old IP "Fengyun Zhejiang Businessmen", which has held 22 sessions and awarded over 220 Zhejiang businessmen, and has been listed as a key cultural brand in the "Zhejiang Cultural Development Outline". More than a dozen sub-brands have been released, including "Very Powerful Communication Power", "Westward Journey of Ten Thousand Miles", and "Let's Farm, Boss". The data shows that within a week of the award and promotion in 2023, the total online reading volume exceeded 100 million, and the live-streaming views surpassed 10 million; in 2025, the promotion was extended to a month, the live-streaming views on the launch night exceeded 80 million, more than 50 mainstream media outlets released in-depth special reports, and over 10 provincial government release platforms formed a collaborative matrix. It is due to a change in organisational logic that it is no longer funded by selling broadcast time but has concentrated resources at an IP centre.

Shenzhen Radio and Television is not the same. They have started a "Shenzhen Industry Promotion Officer" programme to train hosts who are "proficient in publicity and industry". In 2024, the first five promotion officers participated in more than 10 industry connection activities under the "Shenzhen Industry Lounge" and planned 41 original short videos with an online popularity of over 22 million. These people are no longer mere hosts; they have become "middlemen" who connect the government, enterprises and the market.

In both cases, the source of communication resources has moved from "what I will broadcast" to "what the market demands". In the 2025 reform of Zhejiang Radio and Television, 12 out of the 17 new studios have begun generating revenue and have launched more than ten programs, including variety shows, evening shows, short videos, AI applications and big health. Even if the studio system is functional, the problem may be that authority and responsibility have not been decentralised, or the direction of assessment is unclear; for news programs, it should be based on content quality, and commercial studios are more suitable for business assessment. Mixed-use is likely to have problems [12]. The purpose of the organisation change is to enable flexible organisation of communication activities according to market demands. It will not be done in a short period; rather, all the assessment systems, talent structures and resource allocation methods need to be changed. The practice of Zhejiang Economic Television and Shenzhen Radio and Television shows that if the organisational capacity is insufficient, the enabling effects of the first five dimensions will be reduced.

7. Conclusion

Media communication is empowering media marketing and changing the fundamental attributes of media. In the past, the main function of media was to collect and disseminate information, and marketing was merely a way to make money through communication. The all-media model has changed the situation, and the communication activities themselves have started to be organised as marketing resources. This paper studies the enabling role of communication activities at various stages from five aspects: credibility, content co-creation, technology-driven approach, scenario loop

and industry collaboration, and organisational capability. The five components are arranged in an increasing order of reliance on institutions. Organizational capacity is relatively small. Without it, the transformation of credibility may be limited to the slogan stage; content co-creation will be reduced to personalised advertising packaging; and the scenario loop and industry collaboration will fail to be realised due to departmental barriers.

There are also problems that need to be addressed. There is a limit to the commercial application of credibility; if it is exceeded, it will be considered excessive. Content co-creation needs to balance the demands of commerce and quality of content, otherwise, brand personalisation will damage the media's content judgment. No matter how precise the technology, algorithms cannot replace editorial subjectivity, and in organizational changes, an ambiguous assessment orientation may lead to news production being driven by business logic. China National Radio Media Group's concept of "value marketing" aims to create real value for partners through marketing, rather than gaining easy profits from traffic.

This paper only uses public cases and industry survey data, lacks first-hand observations of the internal organisational operations of media, and has not quantitatively tested the causal strength among the five dimensions. In the future, several media institutions in transition can be selected for in-depth case studies to explore how the variable of organisational capability affects the implementation of other dimensions in practice. This change was not chosen by the media; instead, it was driven by the demands placed on them by changes in the communication environment. Media are transforming from systems of information dissemination into connections for economic activities. How far this role can go depends on whether it can keep the public character of communication and enable marketing.

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