

A Study on the Reconstruction of the Communication Power of Local Mainstream Media in the Context of Omnichannel Media

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Abstract: *In an all-media ecosystem characterized by comprehensiveness, holism, inclusivity, and effectiveness, local mainstream media—as the core vehicle for guiding regional public opinion, a key participant in grassroots governance, and a link for preserving local culture—is facing multiple challenges, including shifts in the communication landscape, ongoing user attrition, and declining communication effectiveness. The development of their communication capabilities has reached a bottleneck marked by “superficial application of technology, lagging institutional innovation, and unclear practical pathways.” This paper systematically analyzes the impact of the all-media ecosystem on the communication power of local mainstream media and the practical challenges they face. It reinterprets the theoretical implications and value shifts of communication power within the all-media framework. Ultimately, it proposes a path for reconstructing communication power through synergistic efforts across three dimensions—institutional, technological, and actor-based—to provide practical guidance for local mainstream media to overcome developmental challenges and achieve high-quality development. The study finds that the essence of reconstructing the communication power of local mainstream media lies in a transformation from an “institution-centered” to a “user-centered” approach. Technology serves as a necessary foundation, institutional innovation as a core safeguard, and actor collaboration as the key to implementation. Furthermore, leveraging the advantage of “locality” to achieve differentiated development constitutes the core logic of their survival.*

Keywords: Omnichannel media; Local mainstream media; Reach.

1. INTRODUCTION

With the rapid evolution of technologies such as artificial intelligence, big data, and short-form video, the media industry has entered a new phase of deep convergence across all media platforms. The communication landscape has undergone a fundamental shift from “centralized monopoly” to “multi-centered competition.” As the core bridge that carries central public opinion guidance, conveys authoritative local information, and connects the government with the public, local mainstream media—encompassing provincial, provincial capital, and prefectural-level newspapers, radio and television stations, news websites, and official new media platforms—undertakes the important missions of public opinion guidance, public service, and cultural heritage. The strength of their communication power directly impacts the stability of the regional public opinion ecosystem and the improvement of grassroots governance effectiveness [1].

However, under the impact of the all-media ecosystem, the dissemination advantages of local mainstream media have gradually eroded, leaving them mired in multiple developmental dilemmas. The widespread adoption of algorithmic technology has reshaped traffic distribution mechanisms, while the rise of commercial platforms has created a “channel hegemony,” trapping local mainstream media in a passive situation where their “own platforms are weak and they are dependent on commercial platforms”; Younger demographics have shifted their media consumption habits toward short videos and social media platforms, leading to a phenomenon where local users “live locally but do not consume local media.” This has resulted in an aging core audience and severe user attrition. During major public issues and sudden public incidents, some local mainstream media suffer from problems such as “remaining silent,” “speaking too late,” and “hollow discourse,” with noticeable communication delays and a continuous decline in both communication effectiveness and credibility. At the same time, existing models for building communication capacity largely remain at the superficial level of “technological overlay” and “formal innovation,” failing to achieve a profound transformation from an “institution-centric” to a “user-centric” approach, and struggling to adapt to the developmental demands of the current all-media ecosystem [2].

Based on this, this paper adopts an all-media perspective, focuses on the practical challenges facing the development of communication capacity in local mainstream media, and identifies the core research question: In

an all-media ecosystem characterized by comprehensiveness, holism, universality, and effectiveness, what are the core challenges facing the communication capacity of local mainstream media? How should the theoretical logic and practical pathways for its reconstruction be systematically designed and implemented? Resolving this issue will not only enrich the theoretical framework of media convergence and the development of media communication capacity but also provide actionable practical guidance for local mainstream media to break through development bottlenecks and achieve systemic transformation, thereby holding significant theoretical value and practical significance.

2. THE REAL-WORLD CHALLENGES AND CAUSES OF LOCAL MAINSTREAM MEDIA'S COMMUNICATION EFFECTIVENESS IN THE OMNICHANNEL MEDIA ECOSYSTEM

The deepening development of the omnichannel media ecosystem has not only reshaped the communication landscape of the media industry but has also brought comprehensive challenges to the development of communication effectiveness among local mainstream media. As local mainstream media adapt to the omnichannel media ecosystem, structural challenges have gradually come to light, and existing models of communication effectiveness are gradually becoming ineffective. The emergence of these challenges is not accidental but rather the result of the combined influence of multiple factors, including institutional, technological, and actor-related elements.

2.1 Profound Transformation of the Communication Landscape: From “Centralized Monopoly” to “Polycentric Competition”

In the era of traditional media, local mainstream media, leveraging their monopoly over traditional channels such as newspapers, radio, and television, became the “hubs” of regional information dissemination. They were able to achieve widespread coverage and efficient dissemination of information, forming a “centralized monopoly” communication landscape. However, in the all-media ecosystem, this communication landscape has undergone a fundamental transformation, exhibiting new characteristics of “multi-centered competition,” and the communication advantages of local mainstream media have gradually eroded [3].

On the one hand, the rise of platform media has broken the channel monopoly of traditional media and reshaped the mechanism of traffic distribution. Commercial platforms such as WeChat, Douyin, Kuaishou, and Toutiao, leveraging their powerful technological advantages and user bases, have become the core vehicles for information dissemination, forming a communication landscape characterized by “commercial platform dominance and local media dependency.” Through algorithmic technology, these commercial platforms precisely capture user needs, deliver personalized information recommendations, and attract the attention of a vast number of users, particularly younger audiences. In contrast, the proprietary platforms of mainstream local media suffer from low user engagement and limited influence, making it difficult for them to compete with commercial platforms. Consequently, they are forced to rely on opening accounts on commercial platforms for dissemination, trapping them in a passive state of “dependent dissemination.” This “dependent dissemination” has caused mainstream local media to lose control over their dissemination strategies; their content is easily subject to the regulatory algorithms of commercial platforms, and they may even face traffic restrictions or removal from platforms, severely undermining their dissemination effectiveness.

On the other hand, users' media consumption habits have shifted from “passive reception” to “active selection,” with the fragmented and context-specific nature of information acquisition becoming increasingly prominent [4]. In the era of traditional media, users primarily received information passively through channels such as newspapers, radio, and television, allowing local mainstream media to control both the content and pace of dissemination. In the era of all-media, however, users can access information through multiple devices and channels, exercising greater initiative and selectivity. Users increasingly prefer fragmented, entertaining, and personalized content, showing diminished interest in the traditional “propaganda-style” content of local mainstream media. This is particularly true among younger demographics, whose media consumption habits are concentrated on short videos and social media platforms, leading to a sustained decline in their engagement with local mainstream media. This shift in user behavior has further eroded the dissemination advantages of local mainstream media, resulting in significant user attrition and a decline in communication effectiveness [5].

Furthermore, the diversification of communication actors has intensified competition within the communication

landscape. In the era of all-media, communication actors are no longer limited to media organizations; users, social organizations, and enterprises can all become agents of information dissemination, forming a “participatory” communication landscape. These non-media actors, leveraging flexible communication methods and user-centric content, have become significant competitors to local mainstream media, further squeezing their communication space.

2.2 Structural Challenges Facing Local Mainstream Media

Under the impact of shifts in the media landscape, local mainstream media have fallen into a series of structural challenges. These challenges are interrelated and mutually reinforcing, collectively leading to a decline in their communication effectiveness. This is specifically manifested in three areas: distribution channels, users, and functions:

2.2.1 Channel Dysfunction: Coexistence of Dependent Communication and Weakness of Proprietary Platforms

Distribution channels form the foundation of communication power. The channel-related challenges faced by local mainstream media primarily manifest as a dual contradiction of “weak proprietary platforms and dependence on commercial platforms,” leading to the failure of their distribution channels. On the one hand, the development of proprietary platforms has lagged behind, resulting in limited user engagement and influence. Most local mainstream media’s proprietary platforms suffer from issues such as limited functionality, untimely content updates, and poor user experience, making it difficult to meet users’ diverse needs and leading to low user engagement and retention rates. On the other hand, excessive reliance on commercial platforms has trapped them in a passive situation of “dependent dissemination.” Due to the weakness of their own platforms, local mainstream media have no choice but to open accounts on commercial platforms such as WeChat and Douyin to disseminate content. However, the algorithmic mechanisms of commercial platforms prioritize “traffic,” favoring entertainment-oriented and fragmented content [6]. As a result, the promotional and government-related content of local mainstream media often struggles to gain significant traffic and may even face traffic restrictions. At the same time, the operation of local mainstream media accounts on commercial platforms is constrained by platform rules, making it difficult to independently control the pace and scope of dissemination. Any adjustment to platform rules can significantly impact their communication effectiveness.

2.2.2 User Churn: Aging Core Audience and a Gap in Younger Users

Users are the core vehicle of communication power. The user dilemma faced by local mainstream media is primarily manifested in the “aging of the core audience and a gap in younger users,” with user retention continuing to decline. On the one hand, the trend of an aging core audience is evident, and the loss of young users is severe. In the era of traditional media, the core audience of local mainstream media consisted primarily of middle-aged and elderly people, who were accustomed to obtaining information through traditional channels such as newspapers, radio, and television. In the era of omni-media, however, the media consumption habits of younger demographics have shifted toward short videos and social media platforms. Their interest in the traditional content and dissemination methods of local mainstream media has waned, leading to a continuous decline in the proportion of young users and a gradual aging of the core audience [7].

On the other hand, a phenomenon has emerged where local users “live locally but do not consume local media,” leading to a continuous decline in user engagement. The core strength of local mainstream media lies in its “local presence,” which enables it to provide localized information and services. However, the content of some local mainstream media currently lacks localization and differentiation, primarily consisting of reposts from central and provincial media. There is a lack of in-depth coverage of local hot topics, regional culture, and government services, making it difficult to meet the needs of local users. At the same time, local mainstream media lack effective user interaction mechanisms and insufficient communication with users, making it difficult to foster emotional resonance. This leads to a continuous decline in user retention and makes it challenging to achieve user retention and conversion.

2.2.3 Functional Disengagement: Weak Public Opinion Guidance and Lack of Public Services

Local mainstream media bear the important functions of public opinion guidance, public services, and cultural preservation. However, within the omnichannel media ecosystem, some of these functions have become disengaged, making it difficult for them to fulfill their intended roles. On the one hand, during major public issues

and sudden public incidents, problems such as “remaining silent,” “speaking too late,” and “hollow discourse” arise, resulting in weak public opinion guidance. In the all-media era, information spreads at an extremely rapid pace. When sudden public incidents occur, users can access information through multiple channels. If local mainstream media fail to promptly release authoritative information and address public concerns, they will lose the initiative in public opinion guidance, leading to the spread of rumors and undermining the stability of the regional public opinion ecosystem. Furthermore, the messaging of some local mainstream media is overly formulaic and hollow, lacking both appeal and persuasiveness. This makes it difficult to gain public acceptance, resulting in ineffective public opinion guidance [8].

On the other hand, the lack of public service functions makes it difficult to meet the diverse needs of the public. As a bridge connecting the government and the people, local mainstream media should assume the role of providing public services such as government affairs, daily life services, and livelihood consultations. However, the public service functions of some local mainstream media are currently underdeveloped; they primarily focus on disseminating government information, fail to align with public needs, and struggle to provide practical public services.

2.3 The Failure of the Existing Communication Model and Its Underlying Causes

The structural challenges faced by local mainstream media are fundamentally attributable to the failure of the existing communication model. In the era of traditional media, the communication model of local mainstream media was centered on “propaganda-oriented” principles, characterized by “comprehensive coverage,” “channel dependency,” and “one-way communication.” This model has proven ill-suited to the omni-media ecosystem and has gradually become ineffective. At the same time, the failure of this model is not accidental but rather the result of the combined influence of multiple factors, including institutional, technological, and human elements.

2.3.1 Rigid Organizational Structures and Unreasonable Performance Evaluation Mechanisms

Deficiencies at the institutional level are the core cause of the failure of the existing communication model, primarily manifested in rigid organizational structures and unreasonable performance evaluation mechanisms [9]. On the one hand, rigid organizational structures make it difficult to adapt to the demands of all-media convergence and development. In the era of traditional media, local mainstream media often adopted an organizational structure characterized by “separate newspapers and broadcast stations, and fragmented departments.” Different media formats—such as newspapers, radio, and television—operated in isolation, lacking coordination and synergy, which led to low efficiency in content production and dissemination.

On the other hand, performance evaluation mechanisms are unreasonable, with a pronounced “traffic-centric” orientation. Currently, the performance evaluation mechanisms of some local mainstream media primarily focus on “traffic” as a core metric, emphasizing metrics such as page views, play counts, and likes, while neglecting key indicators such as communication effectiveness, public opinion guidance, and the impact of public services. This evaluation mechanism leads media staff to excessively pursue traffic at the expense of content quality and user needs, resulting in the production of a large volume of trivialized, fragmented content that deviates from the public opinion guidance responsibilities of local mainstream media. At the same time, the evaluation mechanisms lack assessments of localized content, user interaction, and public service, making it difficult to guide media staff to focus on local user needs. This results in content that lacks localization and differentiation, further exacerbating user churn. The practice of the Jiefang Daily demonstrates that by reforming evaluation mechanisms, breaking away from the “traffic-centric” approach, and establishing a diversified evaluation system, it is possible to effectively guide staff to focus on content quality and user needs, thereby enhancing communication effectiveness.

2.3.2 Superficial Application of Technology and Lagging Development of Proprietary Platforms

Shortcomings at the technological level are a key factor in the failure of existing dissemination models, primarily manifested in the superficial application of technology and the lagging development of proprietary platforms. On the one hand, the application of technology remains superficial, failing to achieve deep integration with content and operations. Although some local mainstream media have introduced technologies such as artificial intelligence and big data, these are primarily used for simple content processing and dissemination, rather than being integrated into the entire workflow—including content production, user analysis, and operational management.

On the other hand, the lag in building proprietary platforms makes it difficult to take control of the dissemination

process. Most local mainstream media's proprietary platforms suffer from limited functionality, poor user experience, and untimely content updates, making it hard for them to compete with commercial platforms [9]. At the same time, local mainstream media lack long-term planning and sustained investment in building their own platforms, resulting in difficulties in optimizing platform features and boosting user engagement. Consequently, they are forced to rely excessively on commercial platforms, falling into a passive situation of "dependent dissemination."

2.3.3 Insufficient Producer Capabilities and Weak User Awareness

Shortcomings at the actor level serve as practical triggers for the failure of existing dissemination models, primarily manifesting as insufficient capabilities among media producers and weak user awareness. On the one hand, media producers struggle to adapt to the demands of all-media convergence. In the era of traditional media, media producers were primarily skilled in producing traditional content but lacked the necessary capabilities in short videos, live streaming, and new media operations [10]. In the era of all-media convergence, user demands have become more diverse and personalized, requiring media producers to possess "specialized expertise with versatile skills"—that is, the ability to proficiently master production techniques, operational methods, and technical tools for various content formats. However, at present, some local mainstream media producers lack systematic training and learning opportunities, resulting in slow skill development and an inability to produce content that meets user needs.

On the other hand, there is a lack of user-centric awareness and a deficiency in user-centered communication philosophies. Some local mainstream media outlets still adhere to a "propaganda-centric" approach, prioritizing the "completion of propaganda tasks" as their core objective while neglecting user needs and experiences. During the content production process, there is a lack of research and analysis into user needs, making it difficult to produce content that resonates with users and meets their demands [11]. During dissemination, the absence of effective user interaction mechanisms hinders the formation of emotional connections with users, leading to a continuous decline in user retention. This "institution-centric" communication philosophy runs counter to the "user-oriented" trends of the all-media era and is a key factor contributing to the failure of existing communication models.

3. THEORETICAL IMPLICATIONS AND VALUE SHIFT OF LOCAL MAINSTREAM MEDIA'S COMMUNICATION POWER IN THE OMNICHANNEL CONTEXT

In the omnichannel ecosystem, the challenges faced by local mainstream media's communication power and the failure of existing models stem fundamentally from the inability of the core essence, generative mechanisms, and positioning logic of communication power to adapt to omnichannel development trends. To achieve the reconstruction of communicative power, it is first necessary to clarify its theoretical implications within the omnichannel framework, facilitate a shift in its value orientation, and provide a theoretical foundation for subsequent strategic planning. This chapter, based on a three-dimensional inter-constructive framework of "institutions, technology, and actors," reinterprets the core essence of communicative power, analyzes the transformation of its generative mechanisms, clarifies the differentiated positioning of local mainstream media, and establishes a theoretical framework for the reconstruction of communicative power.

3.1 Reinterpreting Core Connotations: The Transition from "Reach" to "Connectivity"

In the era of traditional media, the communicative power of local mainstream media centered primarily on "reach," emphasizing the scope and breadth of information dissemination. Key metrics included newspaper circulation, radio listenership, and television viewership. The formation of this definition of communication power was consistent with the communication landscape of the traditional media era. Under a "centralized monopoly" model, local mainstream media could achieve widespread information coverage through traditional channels, thereby fulfilling the goal of guiding public opinion. However, in the all-media ecosystem, the communication landscape has undergone a fundamental transformation. "Reach" is no longer the core essence of communication power; instead, the core has shifted from "reach" to "connectivity."

In the context of an all-media ecosystem, the core of local mainstream media's communication power lies in "effective connection"—that is, after information reaches its audience, it fosters emotional resonance, interactive

engagement, and the building of trust. This “connectivity” differs fundamentally from traditional “reach.” While “reach” emphasizes “delivery” and focuses on the breadth of information dissemination—operating on a “one-way communication” logic—“connectivity” emphasizes “interaction and identification,” focusing on the depth and effectiveness of information dissemination—operating on a “two-way interaction” logic.

The transition from “reach” to “connectivity” is, at its core, a shift in communication philosophy—a transition from an “institution-centric” to a “user-centric” approach. It emphasizes user-driven needs to achieve precise, interactive, and effective communication. This shift not only aligns with the development trends of the all-media ecosystem but also effectively addresses the challenges faced by local mainstream media, such as user attrition and declining communication effectiveness. It serves as the fundamental prerequisite for the reconstruction of communication power.

3.2 Transformation of Generation Mechanisms: Upgrading from “Single-Point Breakthroughs” to “System Integration”

In the era of traditional media, the generation mechanism of local mainstream media’s communication power centered on “single-point breakthroughs”—that is, enhancing communication power through advantages in a single dimension, resulting in a fragmented, “every man for himself” approach. While this mechanism served a purpose in the traditional media era, it has become inadequate in the all-media ecosystem due to the increasing complexity of the communication landscape and the diversification of user needs. Consequently, the mechanism for generating communication power has evolved from “single-point breakthrough” to “system integration.”

In the context of an all-media ecosystem, the mechanism for generating communication power in local mainstream media is based on “system integration.” This involves breaking down the silos between “content, technology, operations, and organization” to build a communication power generation system where these four elements work in concert. They are interrelated and mutually reinforcing, forming a “system-integrated” communication landscape and avoiding the pitfall of “overemphasizing a single element while neglecting collaborative synergy.”

Specifically, the synergy among these four elements is as follows: First, content serves as the core foundation; high-quality content is the basis for effective engagement. Local mainstream media should leverage their “local” advantage to create localized, differentiated, and relatable content, breaking away from the stereotypes of traditional propaganda discourse to meet users’ diverse needs. Second, technology serves as an enabling tool. Technologies such as artificial intelligence, big data, and short videos can optimize content production, dissemination, and operational workflows, enhancing the precision and effectiveness of communication; they are a crucial pillar for generating communication power. Third, operations provide the groundwork for implementation. Through user engagement, channel management, and brand operations, a positive “media-user” interaction is established, boosting user retention and brand influence. Fourth, the organization serves as the supporting framework. By optimizing organizational structures and restructuring performance evaluation mechanisms, we provide institutional safeguards for the coordinated efforts of content, technology, and operations, ensuring the effective operation of the communication power generation mechanism. The transition from “isolated breakthroughs” to “system integration” reflects the systematic and collaborative nature of this mechanism, effectively addressing the shortcomings of existing communication models where efforts operate in isolation, and achieving a comprehensive enhancement of communication power.

3.3 Differentiated Positioning: The Core Survival Strategy for Local Mainstream Media

In the all-media ecosystem, local mainstream media face dual pressure from national mainstream media and commercial platforms. National mainstream media, leveraging their formidable resource advantages and authoritative influence, occupy a central position in guiding national public opinion; commercial platforms, relying on their robust technological capabilities and user base, command vast user resources and distribution channels. Under this dual pressure, for local mainstream media to rebuild their communication capabilities, they must identify their unique positioning, leverage their “local” advantage, and carve out a niche between the “broad-reaching dissemination of national platforms” and the “targeted dissemination of localized services.” This constitutes the core survival logic for local mainstream media and is also the fundamental prerequisite for rebuilding their communication capabilities. The differentiated positioning of local mainstream media centers on leveraging the advantage of “locality,” clarifying three core roles, and achieving “differentiated communication and precise services.”

First, a regional information hub. Compared to national mainstream media, local mainstream media can more accurately capture the information needs of local users and more rapidly disseminate authoritative local information. In the event of sudden public incidents or major government policy decisions, they can play the role of “first-response reporting and authoritative interpretation,” thereby guiding the stability of the regional public opinion ecosystem.

Second, a node for grassroots governance. As a bridge connecting the government and the public, local mainstream media should assume the role of a “node for grassroots governance.” By embedding themselves in grassroots governance, establishing platforms for government-public communication, and responding to public concerns, they can drive improvements in the effectiveness of grassroots governance. Through measures such as launching public service columns, establishing public complaint platforms, and conducting live government broadcasts, they can facilitate two-way communication between the government and the public, help resolve practical issues, and enhance the public’s sense of fulfillment and satisfaction.

Third, a vehicle for local culture. As a vital vehicle for the transmission of local culture, local mainstream media should assume the role of a “vehicle for local culture.” They should deeply explore local regional culture, folk customs, and historical heritage, create cultural products with local characteristics, pass down local culture, and foster a sense of regional identity. The differentiated positioning of local mainstream media essentially involves fully leveraging the advantage of “locality,” which is the core characteristic that distinguishes them from national mainstream media and commercial platforms. Only by identifying a differentiated positioning, focusing on the needs of local users, and providing localized information and services can they break through the dual pressures and achieve the reconstruction and enhancement of their communication capabilities.

4. SYNERGISTIC EFFORTS AND PRACTICAL PATHWAYS INVOLVING SYSTEMS, TECHNOLOGY, AND ACTORS

4.1 Restructuring Organizational Structures and Evaluation Mechanisms

Institutional frameworks are the cornerstone of rebuilding communication capacity. Only by restructuring organizational structures and evaluation mechanisms—and breaking free from the rigid constraints of traditional systems—can we create a favorable institutional environment for technological application and actor-driven practices, thereby achieving a systematic reconstruction of communication capacity. First, establish an integrated and converged framework. Break away from the traditional pattern of “separate news and broadcasting divisions and fragmented departments” to build an integrated and converged architecture, achieving deep integration of content, technology, and operations. Second, establish a diversified evaluation system. Move away from the “traffic-centric” performance orientation and establish a diversified evaluation system that integrates communication effectiveness, public opinion guidance, user feedback, and public services.

4.2 Deepening the Transition from “Technological Presence” to “Technological Empowerment”

Technology serves as a crucial pillar for the reconstruction of communication power. Only by achieving deep integration of technology with content, operations, and users—and shifting from “technological presence” to “technological empowerment”—can we optimize communication processes, enhance the precision and effectiveness of communication, and resolve challenges such as channel failure and content homogenization. First, striking a balance between personalized recommendations and mainstream value guidance: Local mainstream media should optimize the application of algorithms to find a balance between personalized recommendations and mainstream value guidance, thereby avoiding the vulgarization and fragmentation of content caused by algorithmic distortion. Second, create localized, visual content products. By aligning with the trend toward visual communication, media should drive innovation in formats such as short videos and live streaming. Adopting “down-to-earth, warm-hearted” localized narratives will break the stereotypes of traditional propaganda discourse and enhance the appeal and reach of content. Third, build comprehensive platforms that integrate news, government affairs, and public services. By consolidating local resources and optimizing platform functions, user engagement and communication reach can be effectively enhanced.

4.3 Synergistic Collaboration Among Producers, Users, and Social Networks

Actors are the practical agents driving the reconstruction of communication power. Only by achieving synergistic collaboration among media producers, users, social organizations, and other actors can a powerful collective force

be formed to comprehensively enhance communication power. First, build a team of “specialized yet versatile” converged talent. Strengthen talent training by offering courses in short video production, live streaming operations, algorithm application, and user analysis to enhance producers’ comprehensive capabilities; Establish talent incentive mechanisms to encourage producers to innovate content formats and optimize dissemination methods, while recognizing and rewarding outstanding performers to stimulate their innovative vitality. Second, foster a positive “media-user” interactive relationship by breaking down the dichotomy between “audience” and “media,” establishing diversified user interaction mechanisms, promoting user participation in content production, and building platforms for user-generated content co-creation. Third, construct a multi-dimensional, interconnected communication network to maximize communication effectiveness.

5. CONCLUSIONS AND OUTLOOK

5.1 Conclusions

This paper systematically examines the restructuring of the communicative power of local mainstream media in the context of an all-media landscape. Through an in-depth analysis of changes in the communication landscape, current challenges, theoretical implications, and practical pathways, the following core conclusions are drawn:

First, the deepening development of the all-media ecosystem has reshaped the communication landscape. Local mainstream media face structural challenges characterized by “channel failure, user attrition, and functional suspension.” The existing model of communication power, guided by a “propaganda-centric” orientation, is no longer capable of meeting the developmental demands of the all-media era. Consequently, the reconstruction of communication power has become an inevitable choice for local mainstream media to achieve high-quality development. The “multi-center competition” communication landscape of the all-media era has broken the channel monopoly of traditional media. The algorithmic hegemony of commercial platforms, the transformation of user media consumption habits, and the institutional, technological, and operational shortcomings of local mainstream media itself have collectively led to a decline in their communication effectiveness.

Second, within the all-media framework, the core of local mainstream media’s communication power has undergone a shift from “reach” to “connectivity.” This shift represents a transformation from an “institution-centric” to a “user-centric” approach, with the operational mechanism evolving from “single-point breakthroughs” to “system integration.” The core essence of communication power is no longer merely the breadth of information coverage, but rather the precision of information delivery, the depth of user connection, and the effectiveness of trust-building, thereby further enriching the theoretical understanding of local mainstream media’s communication power in the all-media era.

Third, the reconstruction of local mainstream media’s communication power is a systematic endeavor requiring the coordinated efforts and mutual support of three elements: institutional frameworks, technology, and actors. At the institutional level, restructuring organizational frameworks and performance evaluation mechanisms serves as the core safeguard; at the technological level, algorithm optimization, narrative innovation, and the development of proprietary platforms provide crucial support; and at the actor level, the transformation of content producers, user participation, and collaboration with social organizations are key to practical implementation.

Fourth, leveraging the advantage of “locality” to achieve a differentiated positioning is the core survival logic for reconstructing the communicative power of local mainstream media. Under the dual pressure from national mainstream media and commercial platforms, local mainstream media can only break through development bottlenecks and achieve enhanced communicative power and sustainable development by focusing on their core roles as regional information hubs, grassroots governance nodes, and carriers of local culture, and by providing localized, differentiated content and services.

5.2 Future Outlook

Considering the current trends in the all-media ecosystem and the practical realities of local mainstream media, future research and practice regarding the communication power of local mainstream media can be developed in three areas: First, promoting the deepening of technology-driven empowerment. With the continuous iteration of technologies such as artificial intelligence, AIGC, and the metaverse, local mainstream media should further deepen the integration of technology with content, operations, and services, explore new models such as intelligent content production and immersive communication, and enhance the precision and appeal of their communication;

Second, they should enhance the precision of addressing user needs. By leveraging big data and user profiling technologies, they can conduct in-depth analyses of the diverse needs of local users to create personalized, context-specific content and services. This will further refine the symbiotic relationship between media and users, thereby increasing user engagement and trust; third, they should promote the deep integration of communication power with grassroots governance. By further strengthening the role of local mainstream media as nodes in grassroots governance, they can transform communication power into governance effectiveness, achieving a win-win outcome in both public opinion guidance and public service delivery.

ACKNOWLEDGMENTS

This work was financially supported by a grant from Chongqing College of International Business and Economics titled “A Study on the Development of an Omnichannel Communication System for Mainstream Local Media in Chongqing Under the Guidance of New-Quality Productive Forces” (KYSK2024175) fund.

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