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**THE PROBLEMS OF VERBAL COMMUNICATION IN DIFFERENT
ORGANIZATIONAL MODELS**

Master's thesis

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INTRODUCTION

Motivation of the research

Due to the accelerated globalization and the rapid development of international business, global competition has increased significantly, and due to the global spread of COVID-19, different organizations, enterprises and individuals are faced with the complex environment of multiculturalism under the complicated global competition.

Cross-cultural communication has become a serious issue for contemporary business people who want to break through the "divide". In this harsh and diverse environment, organizations and enterprises need to think about how to work more closely with other companies, especially small and medium-sized enterprises that are relatively weak, and how to work better and better with other enterprises to achieve a win-win situation by sharing resources. More importantly, to make up for or improve their own weaknesses. (Lambe and Spekman, 1997).

In the face of such a difficult operating environment, business people are forced to develop closer relationships with their customers, suppliers and even related or unrelated (but potentially collaborative) target groups in order to develop and achieve good business relationships. Especially since the outbreak of the COVID-19 epidemic at the end of 2019, cooperation in all areas of the world has become tighter and interpersonal contacts have become colder and more reserved. Good communication has become even more important in this environment. Communication can take many forms, including verbal communication (face-to-face conversations, telephone calls, etc.), written communication (emails, letters, etc.) and non-verbal communication (body language, appearance, etc.), but in all cases, the art of communication can be understood as the skill of communication that is the key to victory.

For example, with the increasing development and maturity of internet technology, companies and individuals are contacting their customers, partners and suppliers via the internet; from initial emails to video calls and social interactions on various social software platforms, they are making each other and presenting themselves in the management and operation of their business dealings. This is both the "art of communication" and the "art of cross-disciplinary communication". Therefore, it is one of the issues that business managers are thinking about today to build a good environment for communication and negotiation, to solve the problems of differentiation, communication and co-ordination and integration between each other in the geographical environment and different cultural backgrounds, so that both sides of the negotiation can give full play to each other's strengths and gather each other's abilities to create a better external environment. This is one of the issues that today's business managers are thinking about. Therefore, good communication is of great importance for the future survival of a business, and this is what motivated

this study.

The motivation of this study is to analyze the current world environment and market structure in order to effectively solve the problem of communication dilemmas.

Purpose of the research

Having worked full-time in a media organization for a few years, I have learned that media organizations run like business every day, and that every member of the organization knows 'what to do' even without the guidance of an editorial manual. This is because the media industry is a practice-oriented place, where news events and programme change considerably from one day to the next. If a media practitioner does not have good interdisciplinary communication skills, even if he/she is a highly professional copywriter, he/she will not be able to cope with the changes in the external environment. There are many practical actions and decisions that are difficult to express in writing and that require more verbal communication. Many studies have pointed out, for example [36, P.191 – 120.]

It is mentioned that media practitioners face non-interaction in the workplace. Even the explicitly stated 'declarative knowledge' is not enough to meet the demands of the workplace.

If there is such a consensus (or a methodology of communication skills), it can be applied within the organization as a shared knowledge of the members, or it can be applied to the individual as a guide for cross-disciplinary business negotiations. [25, P.554–568.]

Organization Scholars of management have argued that the storage of collective knowledge in organizations (Cohen & Bacdayan, 1994) is essential, as it guides the operations of the members of the organization through a tacit habit. This tacit knowledge is defined, preserved and guided by routines that guide the work of employees. Production processes, organizational structures and reporting strategies are thus given scope and boundaries to follow, so that media practitioners know how to operate in their daily work. As a result, contemporary scholars of organizational functioning have tended to view organizations as organic bodies, whose internal operations often adapt flexibly as the external environment changes more. (Daft, 2005) [28, p.263-267.]

If we look at media organizations in this light, we find that contemporary media are very much influenced by the external environment, with economic factors constantly trying to influence the operations and production of media organizations in various ways. Economic factors are constantly trying to influence the operations and production of media organizations in different ways, and in times of recession there is indeed considerable attraction and pressure on marginally profitable media organizations. Media organizations have to maintain their professional credentials to ensure the credibility of their image, while at the same time meeting their own

corporate needs to make money. The problems of Verbal Communication in Different Organizational Models", which is the subject of this paper, may therefore serve as a methodological guide in this dilemma. The aim of this paper is to provide guidance on the methodology that can be used by different media organizations or individual practitioners to accomplish different tasks when dealing with media in general or in cross-disciplinary business negotiations. This is the purpose of this thesis.

Scientific methods used

In this thesis, analysis is conducted using a variety of sources, such as official sources, journals, commentaries, scholarly research, the Internet, newspapers, and television, to examine as systematically as possible the ways in which individuals, groups, organizations, and events are experienced in their respective contexts. Therefore, this thesis is based on literature and case studies to understand how media organizations can integrate with other business enterprises to create better cooperation and profitability due to the increasing competition. With the advancement of information technology, it is important for different organizations to help and resolve the differences between each other in different environments through good communication, and to coordinate the relationship between internal and external organizations through good communication skills to create better economic benefits. Therefore, this study takes the example of constructing business cooperation between different organizations under the premise of synergistic cross-domain cooperation to investigate which factors of communication behavior have an impact on each other's coordination, which in turn affects each other's business benefits. However, the case study still has its drawbacks, and many case studies generally lack scientific rigor, whether the data sources are correct, and whether there are personal biases in the analysis process. In addition, this thesis also introduces a comparison with other related cases to analyze the relationship between communication skills and business profitability under cross-domain cooperation from the differences.

MASTER'S THESIS SUMMARY

KEYWORDS: COMMUNICATION, MEDIA, SOCIAL INTERACTION SKILLS, CROSS-DOMAIN COMMUNICATION, CROSS-CULTURAL DIALOGUE, BUSINESS MODELS, STREAMING MEDIA, PARTNERSHIPS, INNOVATION, ONLINE MARKETING.

The relevance of this topic is determined by the prominent signs of increasing convergence among different organizations and cross-disciplinary cooperation of media organizations.

The goal of this thesis is to describe the construction of a new model of cross-domain collaboration among media organizations and to analyze the characteristics of this model; as well as to explore methods of communication to break through post-epidemic mental barriers in a post-epidemic era.

The object of this thesis is the media organizations and the individuals who serve them under different organizational models.

The subject of this thesis is the problems of verbal communication in different organizational models.

Methods of research: Comparative analysis, literature analysis, case study, system analysis.

The obtained results: The main ways of cross-domain communication between different organizations were analyzed. The general and specific communication patterns used by media organizations in different organizational models. These communication patterns are communication strategies based on the premise of organizational profitability, and when organizations or individuals need to use these communication techniques, they must simultaneously fulfil the two-way responsibility with the target of communication. When used properly, communication strategies can bring an organization or individual one step closer to success.

The spheres of the possible use of the results include business organizations, the media, general business, business executives, and general career youth

The structure of the master's thesis includes an introduction, three chapters, a conclusion, a list of references, and a list of figures.

This master's thesis is 71 pages long. The work contains 16 figures and 72 sources.

The author confirms that the work was done independently, and calculation and analytical material cited in it correctly and objectively reflects the state of the process being studied, and all theoretical, methodological provisions and concepts borrowed from literature and other sources are accompanied by references to their authors.

ОБЩАЯ ХАРАКТЕРИСТИКА РАБОТЫ

КЛЮЧЕВЫЕ СЛОВА: КОММУНИКАЦИЯ, МЕДИА, НАВЫКИ СОЦИАЛЬНОГО ВЗАИМОДЕЙСТВИЯ, МЕЖПРЕДМЕТНАЯ КОММУНИКАЦИЯ, МЕЖКУЛЬТУРНЫЙ ДИАЛОГ, БИЗНЕС-МОДЕЛИ, ПОТОКОВЫЕ МЕДИА, ПАРТНЕРСТВО, ИННОВАЦИИ, ОНЛАЙН-МАРКЕТИНГ.

Актуальность данной темы определяется заметными признаками растущей конвергенции между различными организациями и междисциплинарного сотрудничества медиаорганизаций.

Целью данной диссертации является описание построения новой модели междоменного сотрудничества медиаорганизаций и анализ характеристик этой модели; а также изучение методов коммуникации для преодоления ментальных барьеров в постэпидемическую эпоху.

Объектом данного тезиса являются медийные организации и люди, обслуживающие их в рамках различных организационных моделей.

Предметом исследования данной диссертации являются проблемы вербальной коммуникации в различных организационных моделях.

Методы исследования: Сравнительный анализ, анализ литературы, кейс-стади, системный анализ.

Полученные результаты: Были проанализированы основные способы междоменной коммуникации между различными организациями. Выявлены общие и специфические коммуникационные паттерны, используемые медиаорганизациями в различных организационных моделях. Эти модели коммуникации представляют собой коммуникационные стратегии, основанные на предпосылке организационной рентабельности, и когда организациям или отдельным людям необходимо использовать эти коммуникационные техники, они должны одновременно выполнять двустороннюю ответственность с объектом коммуникации. При правильном использовании коммуникационные стратегии могут на шаг приблизить организацию или отдельного человека к успеху.

Сферы возможного использования результатов включают деловые организации, средства массовой информации, общий бизнес, руководителей предприятий и общую карьеру молодежи.

Структура магистерской диссертации включает введение, три главы, заключение, список литературы и список рисунков.

Объем магистерской диссертации составляет 71 страницу. Работа содержит 16 рисунков и 72 источника.

Автор подтверждает, что работа выполнена самостоятельно, а

приведенный в ней расчетно-аналитический материал правильно и объективно отражает состояние изучаемого процесса, а все заимствованные из литературы и других источников теоретические, методологические положения и концепции сопровождаются ссылками на их авторов. доцент

CHAPTER 1

OVERVIEW OF GLOBAL MEDIA AND STRUCTURAL ANALYSIS

Different organizational models have their own communication systems and are applied as social systems in the field of mass communication, while playing a mirror-like mapping role for society. Its existence reflects the influence of the social system, which has an impact on media communication activities in all aspects and has a constraining effect. Therefore, when analyzing the modes of communication among different organizations, it is important to analyze as many components of the different modes as possible, including macro issues such as the relationship between the media and the government, as well as more micro issues such as the relationship between the media and social groups and the general public. This includes both abstract issues such as the freedom and rights of speech and publication, as well as specific issues such as the responsibilities and obligations that speech publishers should assume. Therefore, it can be said that the system of communication embodies the complexity of the whole structure of society and all relationships [9, p.123-127.].

It is precisely for this reason that the regulation of media differs from country to country. The following are some of the common types of media systems.

State-run system

The state-run system originated from "authoritarian" dictatorships, such as Nazi Germany before World War II, which regarded the media as their propaganda tool and regulated them severely. [18, p. 386-390.]

The Communist System

Similar to the state-run system, the media serves only the propaganda purposes of the Communist Party, which controls and regulates the media. [33, P.6.]

The Private System it can also be called the "private commercial system", in which ordinary citizens can run media companies and enjoy the right of freedom of speech, and the government is not allowed to censor their contents. [27, p. 401-405.]

The Public Sector System The BBC, for example, is run independently by the National Broadcasting Corporation (NBC), and is led by a management board composed of representatives from all walks of life and the elite of society. The greatest advantage of a "public system" is that it can produce a high standard of programming in the public interest, including a greater proportion of cultural, artistic, social welfare and issue programs. Because of its independent financial resources, it is free from the influence of commercial laws and advertising, but it also deprives business enterprises of an effective advertising medium. In addition, some of the programs are "too high and too low" and thus do not meet the entertainment expectations of the majority of audiences. [20, P. 12.]

The Public System

In order to remedy the lack of a commercial system, the United States

participated in the management of public utilities and established a public television system, the Public Broadcasting System (PBS), which is funded by government grants and private donations, and operates independently to broadcast educational, public, cultural, and artistic programs. [44, p. 69.]

The Hybrid System

As mentioned above, countries such as the United States and Japan have adopted a system of coexistence of citizens' camps or a hybrid system of the two systems, called "hybrid system". [21, p. 101-105.]

The Government-run system

In Taiwan, according to Article 5 of the former Broadcasting Television Act, "A radio station established by a government agency is a public radio station. A radio station established by a joint stock company or a consortium incorporated by the local government of Taiwan is a private radio station. The private radio stations are either operated on a commercial basis, such as the former joint stock company, or on a public basis, such as the latter consortium, such as the Central Broadcasting Station and Public Television. As for government-run radio stations, such as Taipei Radio and Kaohsiung Radio, there are also central government-run radio stations, such as Education Radio and Hansheng Radio (Ministry of National Defence). The latter can be called state-run, but together with the former, it seems appropriate to refer to government-run stations in general. [22, p. 411-413.]

1.1 Development of media organizations in China

1.1.1 State-run media belongs to the state

In discussing the structure and development of state-run communications organizations, we must first understand the unique circumstances of China's state economic system - the structure of Chinese enterprises is influenced by the political system.

When the new Chinese government was first established in 1949, the national economy was based on a semi-colonial and semi-feudal society, and the state had to concentrate its limited resources on a range of tasks, resulting in a highly centralized management system that brought together the production and sales of thousands of enterprises across the country. Prior to the opening up of the country in 1978, the state played a number of roles, including owner, manager, planner and distributor, and seller of products. Enterprises owned by the state paid all profits to the government, and the government bore the losses of the enterprises. In the decades since the 1978 reform and opening up, the structure of state-owned organizations has continued to follow the traditional linear system, particularly in the case of large state-owned enterprises. In this particular political and economic context, the Chinese media market has a special position as the mouthpiece of the government (the 'mouthpiece' is a metaphor for the government's voice), especially in the case of state-

run media organizations. However, China's accession to the WTO in 2001, the transformation of state-owned businesses into industrial businesses, and the enhancement of the international competitiveness of the media have become important development directions for state-run media organizations. However, China's accession to the WTO in 2001, the transformation of state-owned businesses into industrial businesses and the enhancement of the international competitiveness of the media have become important development directions for state-run media organizations. Radio and television is an important part of mass communication, not only as a broadcasting tool for the government, but also as an audio-visual entertainment device for the public. In addition to entertainment, television is also a source of news and information, and has educational and teaching functions (Figure 1.1). Since China's reform and opening up in 1978 and its accession to the WTO in 2001, the country's economy has grown rapidly, bringing new opportunities and impacts to the media industry, both in terms of national policies and economic conditions. Today, it has further developed into an exportable entertainment industry (such as TV dramas, variety shows, etc.). According to official statistics in China, since 2008, the annual output of TV dramas has been around 500, and the number of dramas has been increasing year on year, with a gradual move towards larger productions and refinement. [38, p. 55-59.]

Beijing's Global Megaphone:

Selected Cases of Chinese Media Influence Abroad

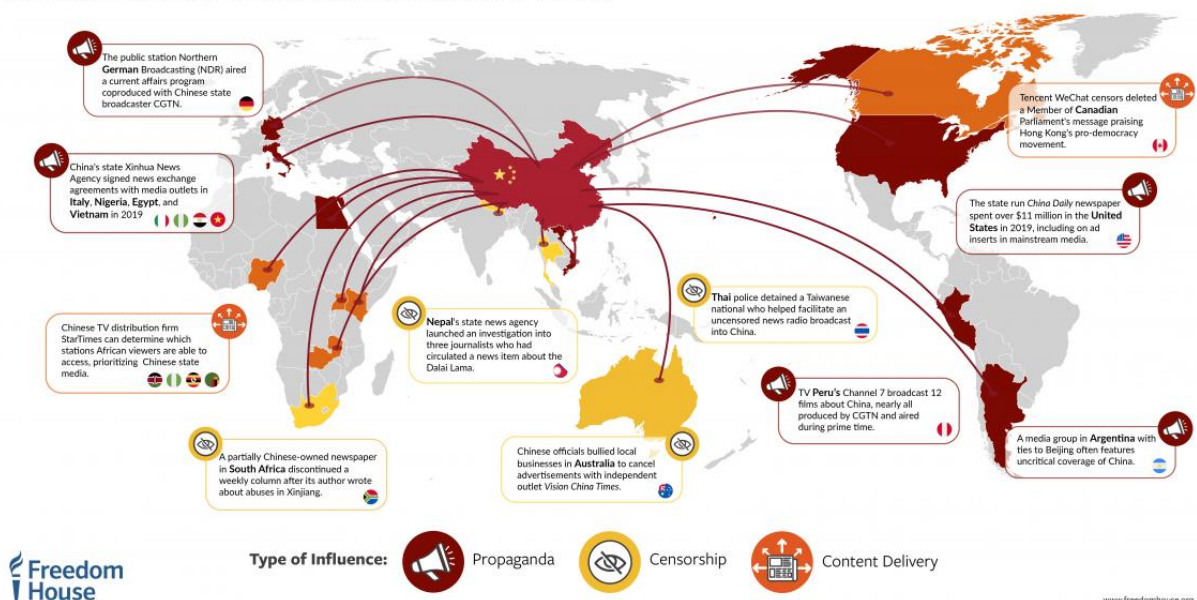


Figure1.1-Beijing' s Global megaphone Photographs from: <https://freedomhouse.org/zhant/report/zhongguomeitikuabao/2020/zhongguomeitikuabao2019nianshuyaoqushi>

From these signs, it is clear that the media market in China is growing at an explosive rate, but in fact the traditional television industry (the headline industry of

the state-run media organizations) is facing unprecedented challenges. In China, television was once the only medium through which video programmes were distributed, but today, thanks to the development of mobile networks, television media has become multi-channel, meaning that television programmes can be broadcast simultaneously on TVs, mobile phones, tablets, desktops and other terminal screens, and with the emergence and dissemination of new forms of media, media organizations, represented by traditional state-run media organizations, are being eroded as never before. They are also being transformed from propaganda agencies to information publishers that are more in touch with everyday life.

1.1.2 The influence of traditional ideas is far-reaching

However, the influence of traditional cultural factors on China's organizational structure has made it impossible for the organizational structure of state-run media organizations to easily break away from the linear system. This is an issue that needs to be addressed. This is because traditional cultural concepts have led to a clear hierarchy in the structure of many Chinese organizations (both state and private). As a simple example, 'family' is an important concept in traditional culture, and its connotation extends to organizational life, where the organization is seen as a 'home'. For example, one often hears slogans such as "the company is home", "the school is home", "the unit is home", and so on. Colleagues are also often referred to as brothers and sisters. In traditional Chinese families, there is a strict hierarchy, with each family member having their own place in the hierarchy, and a commensurate manner of speaking and behaving. In an organization, the relationship between the manager and the managed is like that between parents and their children, with the children respecting their parents and the workers respecting their leaders; the managed accepting and obeying their leaders and the managers reporting their obedience to their leaders through their care for their subordinates; the workers respecting, loving and keeping their jobs, often working in a unit for a lifetime. Due to the traditional social system, in Chinese society, especially in state-owned enterprises or government departments, many individual benefits and livelihoods must be provided by the organization (the unit), and the larger the unit, the more items are provided, which also leads to the dependence of employees on the unit. In addition, the Chinese family emphasizes the importance of harmony, as "harmony breeds wealth" and "all things flourish in harmony". Harmony is an important part of Confucianism, and it is important to have good relationships between colleagues, superiors and subordinates, so that conflicts can be minimized and resolved. The traditional concept of family has not only maintained the hierarchical structure of organizations, but has also deeply influenced the process of organizational communication in China.

1.1.3 Development of Private Media Companies in China

For historical reasons, the operation and development of private media in China began in the 1980s. [31, p.56-59.] The media in the People's Republic of China becomes commercially viable. In the past, the media could only be owned by government agencies, but today the proportion of private ownership has increased significantly.

Despite this, the news media continue to perform an important social function, i.e. the media's role in guiding public opinion, which is the basic starting point of China's news media policy. However, as society evolves, and in the face of the new Internet environment, state management mechanisms (such as the General Administration of Radio and Television) have attempted to improve the standard of media management by combining the three elements of "administrative regulation + capital control + legal constraints".[65]

Firstly, the management of traditional media conglomerates should be mainly administrative, so as to ensure the timely and accurate implementation of the policy intent of state management.

On the other hand, in accordance with the requirements of the Central Government's "Guiding Opinions on Promoting the Integrated Development of Traditional and Emerging Media", a specially managed shareholding system can be adopted to reduce the requirement for traditional media groups to take a controlling stake in their listed companies, so that traditional media groups can have stronger and more powerful leverage for investment.[57]

Thirdly, under the framework of state management of the media, we will vigorously "support traditional media to hold or participate in Internet enterprises and technology enterprises, and launch a pilot scheme to implement a special management shareholding system for Internet enterprises' relevant licensed businesses", so as to achieve effective control of Internet enterprises' relevant licensed businesses through capital means by traditional media groups.

Fourthly, in accordance with the generalized nature of information dissemination on the Internet, that is, the characteristic of "everyone has a microphone", we should speed up the formulation of various relevant laws to clarify the responsibilities of information publishers, platform operators and network operators, so as to gradually realize the governance in the field of news dissemination in accordance with the law.

Since the 2000s, the rise of private media companies, represented by online media companies, has made online media one of the mainstream media. By the end of 2018, the internet penetration rate in the People's Republic of China reached 59.6%, with 829 million internet users, and the distribution channels of online media have changed from portals and news websites to the current WeChat, Weibo and mobile clients. [5, P.4–9.]

With the development of technology and the consolidation of capital, netizens have taken up a large share of the media market. The Chinese media market has gradually seen the emergence of some commercial news websites founded independently by private capital, such as Observer.com. Such news sites were formed by combining small editorial teams with think tanks to form online media teams whose main output was news and professional commentary. Since then, an increasing number of commercial news websites have been able to obtain the "Internet News and Information Service License" (for re-posting services) from the State Internet Information Office of China, and thus engage in the business of re-posting news reports and compiling and publishing their own news commentaries. These sites are privately owned and break away from the traditional state-run/officially authorized newspaper editorial model by combining a wide range of news sources with their own news commentary to attract readers. [37, P.331.]

For example, China's online news media, WANGYI News, has positioned itself as a "news portal with an attitude".

Since 2010, many commercial news websites have created news clients to attract users through news aggregation, in order to generate greater public opinion influence and thus gain market capital. [41, P.74-76.]

With the rapid development of online streaming in China and around the world, television programmers of any quality can be quickly seen by audiences and spread around the world via the Internet. Therefore, media companies have to improve the quality of their programmers by making "content the king", and at the same time, look at the global market. This strengthens the external competitiveness of media companies. Because of the cultural differences between countries, media creators also need to respect each other, seek common ground while preserving differences, meet the positive aesthetics of the public and adapt to the global trend. This can be achieved not only by adding foreign elements to programmers, but also by placing the culture of one's own country in the wider context of the world, and by integrating different cultures in depth.

In terms of media product communication, information can now be communicated in the form of text, graphics, images, animation, sound and video, and can be published on multiple media platforms at the same time. In an era of 'all-media communication', it is important for television variety shows to develop a 'multi-screen' communication platform - one that is also real-time, targeted, interactive, fragmented and easy to disseminate. For private media organizations, this will broaden their reach and meet the deeper needs of audiences at different levels, thus gaining an audience of their own. According to a report by the Chinese Academy of Social Sciences, by the end of 2018, over 90% of China's underage population used the Internet to watch programmers and entertainment, with 73% of them owning smartphones and nearly 70% of them starting to use them before the age of 10. [72]

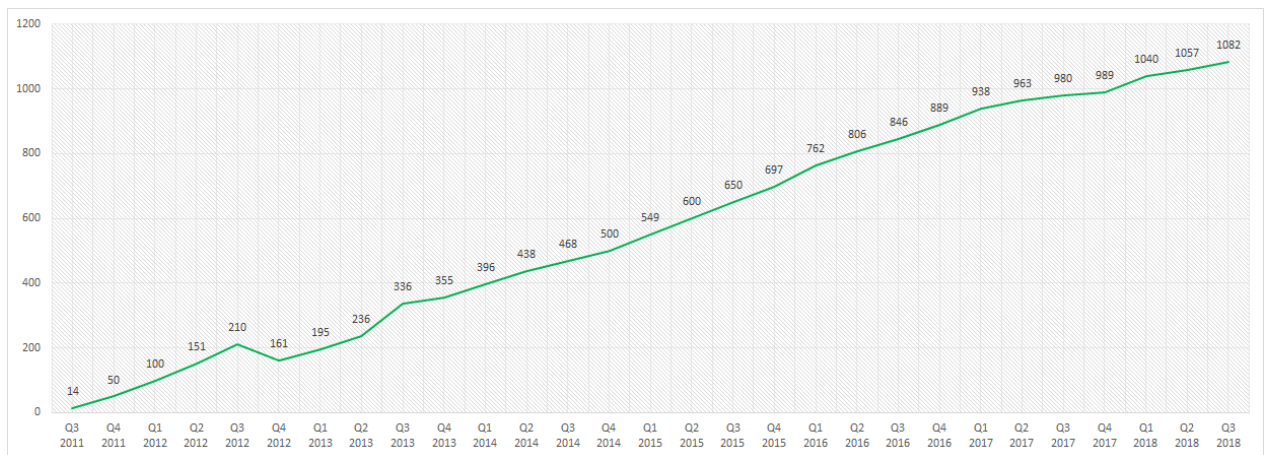


Figure 1.2 – WeChat monthly active users, million Data sources: Statista and Tencent .

With the explosion of internet technology in recent years, the number of WeChat users is on the rise. It has become a major source of news and information for minors. Such market data directly reveals that the streaming media market is an integral part of the media market, and young audiences are the target group. China's Internet enterprises' online self-media platform products include Sina Weibo, WeChat Public, and Baidu Baijia. This shows that as China's economy takes off and the need to sustain life is met, the country is slowly moving towards the sociolect-economic status of a developed country, and the demand for information, cultural products, entertainment and advertising is increasing rapidly. This, coupled with the advent of the post-epidemic era of COVID-19, has created a huge demand for consumer media entertainment. This is an unprecedented opportunity for private media in China at this particular time.

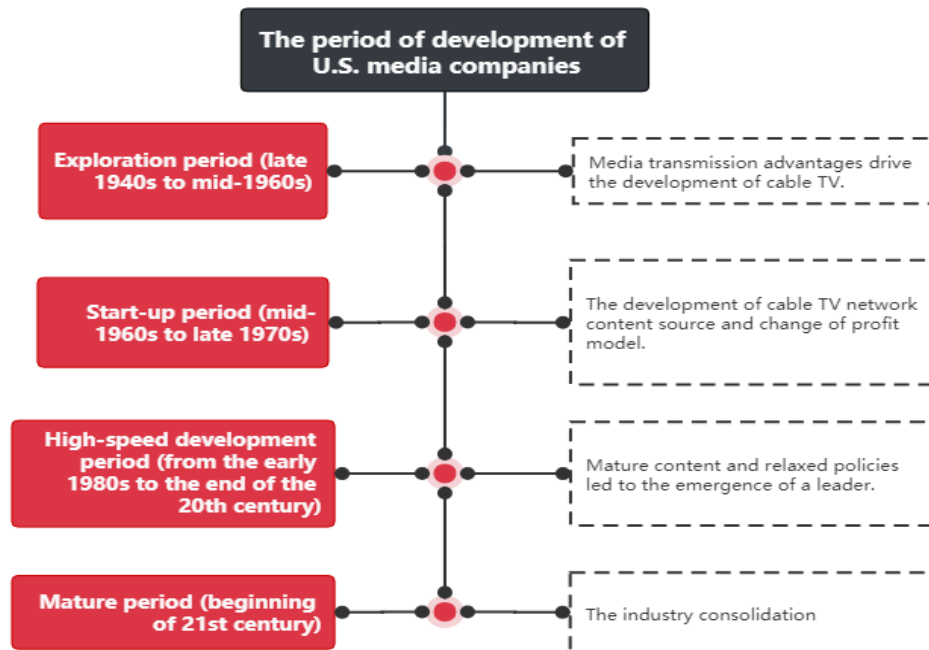
1.2 Development and Model Reference of International Media Companies

1.2.1 Media Marked in the USA

The US media industry began in the 1930s with the transformation of broadcasters. In the mid-20th century, broadcast television was the mainstay of the US television industry, and five national broadcast networks were formed gradually. [39, p.615-623.] After the 1980s, cable operators began to take advantage of the medium's transmission advantages and led to the rapid development of cable TV channel networks.²⁰ In the late 1990s, with the development of the Internet, streaming media was born and real time content delivery was achieved through the Internet. In 2005, YouTube, a streaming platform based on the concept of video sharing, was launched to provide online video uploading and viewing services, which was an important turning point in the development of media companies in the US.[15]

In the late 1990s, the development of the Internet led to the emergence of streaming media for real-time content delivery, and the launch of streaming platforms such as Netflix, which in 2017 had more US subscribers than cable TV combined.

This technological advancement has led to the development of the US video industry, and today, streaming is leading to a reorganization of the US television service



business.

Figure 1.3 - The period of development of U.S. media companies

1. Exploration period (late 1940s to mid-1960s) : Media transmission advantages drive the development of cable TV. The development of cable TV industry in the U.S. began in the late 1940s. In order to solve the problem of inconvenience in listening to broadcast TV (terrestrial wireless TV) in remote areas, cable operators began to rise and establish transmission channels between TV stations and users, which promoted the rapid development of cable TV, and at the same time, cable operators gradually became the core link of the industry chain. During the exploration period, cable TV started to emerge from remote areas, with smaller scale and less content.

2. Start-up period (mid-1960s to late 1970s) : The development of cable TV network content source and change of profit model. Cable TV relied on the improvement of cable transmission signal to further enhance its signal transmission capability, and accelerated its market share during the popularization of color TV in the 1960s, when cable TV networks began to emerge. During the start-up period, cable TV content sources developed significantly, and in the 1970s, cable TV networks were established in the areas of entertainment, sports, movies, and news. During this period, the core revenue of cable networks gradually shifted from advertising to subscription fees, as represented by the first cable-based pay channel, HBO, established in 1972.

3. High-speed development period (from the early 1980s to the end of the 20th century) : Mature content and relaxed policies led to the emergence of a leader. In

the 1980s, as the content of cable TV networks matured and policies were relatively lenient, a period of rapid development began, with cable TV becoming mainstream in the U.S. and quality cable networks such as CNN and HBO forming, leading the development of a kind of small and micro media companies.

4. Mature period (beginning of 21st century): The industry consolidation began in the 21st century when the cable TV industry reached maturity, and in the era when cable TV was the mainstream, with the breakthrough of satellite technology and broadband network technology, satellite TV operators emerged in the U.S. after the 1990s in addition to cable operators, and telecom operators emerged after 2005, and developed simultaneously. Unlike broadcast TV channels that are free to watch, Multi-Channel Video Content Delivery Systems (MVCDS) are paid and can receive dozens to hundreds of TV channels depending on the package purchased by the subscriber. Today, 90% of homes in the U.S. use Multi-Channel Video Content Delivery Systems (MVCDS).

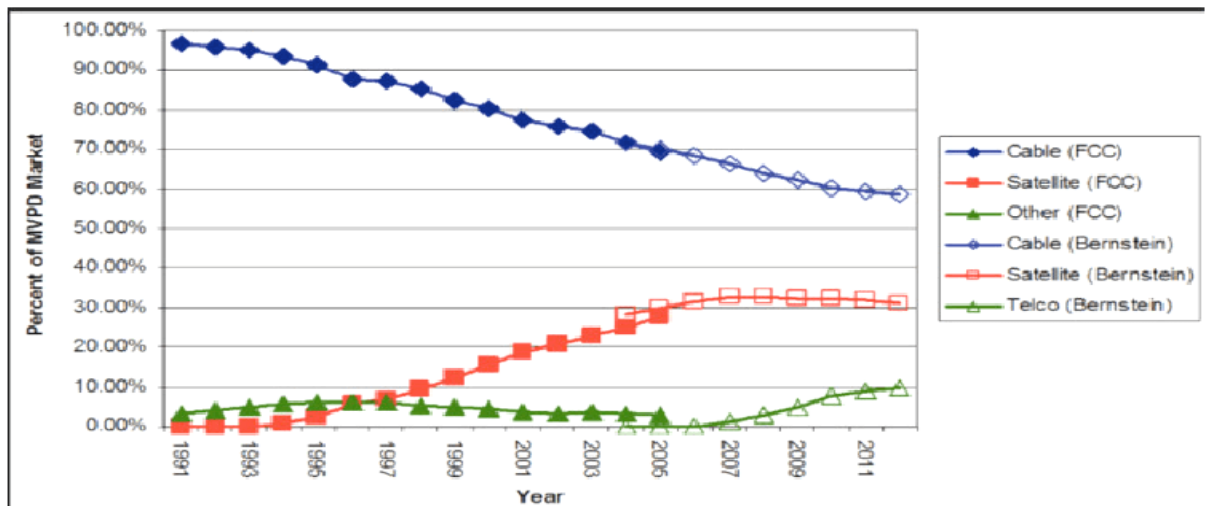


Figure 1.4 - Percent of MVPD Market

The chart above shows the Multichannel video programming distributor market share, with wire-line subscriptions currently accounting for about 59% of total Multichannel video programming distributor subscribers (nearly 100% in 1991, 33.4% for satellite subscriptions, and 6.9% for telecom subscriptions.

The US media industry has a mature industry chain and is highly tolerant of private media.

The US media industry has been developing for more than 70 years since the mid-20th century and is in a mature stage with a complete and mature industry chain. The strengths of the media companies are as follows: Firstly, the media giants are positioned at the top and bottom of the industry chain, with content producers providing content support to content integrator and distributors at the bottom. The US television services industry has seen frequent mergers and acquisitions, and is highly concentrated, with the six largest media groups holding the majority of assets in the television services industry. The six media conglomerates hold most of the assets in

the traditional US television services industry, with giants such as COMCAST, WALT DISNEY, NEWS, TIME WARNER, VIACOM and CBS holding the majority of assets in the US traditional television services industry. This means that many content aggregators and content distributors have access to strong content support from the group's TV production companies. Secondly, the US traditional TV industry has a long history of development, a mature model and strong user stickiness to the big screen. The US traditional TV industry has been in development for a long time and has entered a mature stage, with strong user stickiness on the big screen.[67]

About Netflix, the leading streaming company

The pay-TV industry was originally conceived as a new kind of content producer - original content, i.e. content produced by the subscribers themselves. This is the new content aggregator and the new business model. This is the new content aggregator and the new business model, such as the online platform YouTube, and the new signal carrier, the Internet. In the original plan, the new streaming company expected to make money from online distribution, but it turned out that the reality did not go in the expected direction. Today, YouTube has been a success, and there has been an increase in original content, but this has not had much to do with the pay-TV industry at all. Because YouTube is mainly a home-grown video, there is no established chain of TV series and no independent sports programming, so it has not replaced the pay TV industry. In other words, everyone is still watching TV, but with more original content on the internet. No one is going to give up pay TV because of this original content. So, it's really two different media industries.

It is interesting to note that this is when Netflix came along.

The value chain of the pay-TV industry in the online media era, for example, is this: Netflix is at the forefront of the value chain: the content aggregator. Netflix's success can be summed up in the following two points, both of which can also be used as examples of success for media companies on their journey.

Firstly, Netflix's business model is unique. As the leading company in the streaming media industry, Netflix's development is representative. Netflix is the creator of the subscription-based on-demand (SVOD) model for streaming media platforms, pioneering a subscription-only model for streaming video without advertising.

Secondly, Netflix is the world's leading streamer as it insists on producing its own quality content. Netflix has continued to attract new subscribers through its quality content and has achieved an impressive rate of subscriber growth.[63]

The US media industry is now entering a new era of intelligent and immersive media, and is steadily evolving as it continues to explore. "The return to content and users has become a key theme in the media industry's quest for organic development.

Firstly, user experience has become the primary consideration for the media industry's innovation and development.

Secondly, quality content remains the primary factor determining the success or failure of media companies.

The digital transformation of the US media industry is now maturing. With new technologies, generational shifts in users, lack of creativity and tighter regulation, complex media with multiple advantages such as content management, digital marketing and user insights will be able to compete. The boundaries between the media industry and other industries such as fashion and FMCG will also be further blurred, and the trend of cross-border integration will become increasingly evident.

Moreover, as the world is now in a "post-epidemic" period, the US media industry will also become more diversified. The media industry in the United States is expected to develop a new form of media development in this particular era.

1.2.2 The United Kingdom's Media Market

The media industry is well developed in the UK. Not only are there world-renowned news agencies (Reuters, News Agency, AFX News Limited), radio stations and newspapers in the UK, but the world-renowned BBC has contributed numerous classic media programmes that have served as a model for media organizations in many countries, and has been an important channel for China to understand Western culture for decades. Its development has reached a relatively stable stage. The media sector has become a pillar of the information and media industry in the world, with television, radio, newspapers, books, periodicals and audio-visual products positioned rationally in a segmented market, with a solid consumer base and a well-organized format. And because of the dominance of English in international communication today and the unique role of the UK in national society, British news products and English language programmes span and occupy a large part of the world's media landscape and enjoy an unassailable position. It is therefore important to look at the media industry in the UK and to draw on its experience. As mentioned above, the public sector media system in the UK has the great advantage of being able to produce a high standard of programming, including a greater proportion of cultural, arts, social interest and issue programmes, in the interests of the public. This is a great benefit to viewers as it is financially independent and the content of the programme is free from the influence of commercial business laws and advertising. However, there is less of an effective advertising revenue stream for media companies in the general sense. Moreover, some programmes are too formal and elegant to meet the entertainment expectations of the majority of viewers.

With the rapid advancement of technology, the media landscape is changing dramatically. In terms of media company operations, the traditional convergence of public media and streaming media has become the dominant choice for the UK media industry.

The survival of public media compared to the development of streaming media

The trend of not watching traditional TV is growing rapidly in the UK. Statistics from The Viewers Project show that 43% of people spent less time watching TV in 2018 compared to 2017. At the same time, 41% said they now watch more video via streaming or download. In the middle of the pack, as our chart shows, is the 23% of UK viewers who are changing their approach - reducing their traditional TV consumption and increasing their streaming and downloading time. According to further data from the Audience Project, the most popular streaming services in the UK are Netflix, BBC iPlayer and Amazon Prime Video.

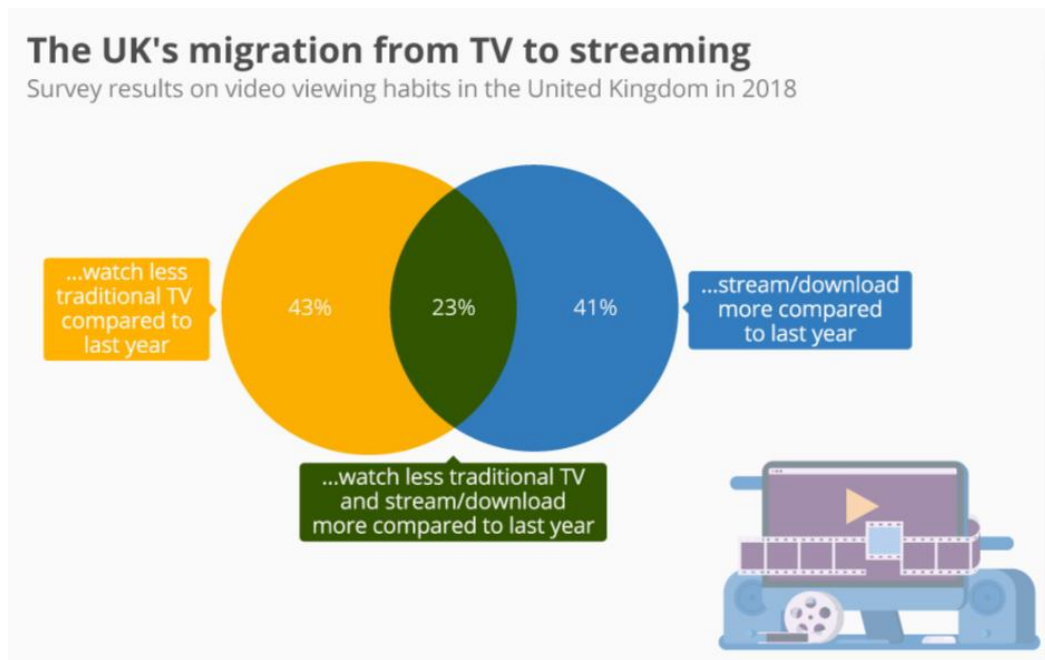


Figure 1.5 - The UK's migration from TV to streaming

Data source : martin.armstrong@statista.com

In terms of public media, the BBC, for example, was established in 1922 and has been an important window to the world and Britain for the British public in the past. In addition, the BBC's broadcasting technology was once the standard for the world's broadcasting industry, and its ability to produce a full range of products in technology, sports and culture is unmatched by any other broadcaster in the world. It was also a benchmark for the world's media companies to follow, learn from, and be inspired by.

In recent years, due to the impact of the streaming market, the BBC, which is funded by the UK taxpayer's annual television license levy, has begun to experience a shortage of funding for its programmers. This is because it is a free source of media information in the UK and there is no commercial advertising on BBC radio and television. In addition, the BBC was the largest publicly owned media outlet, so it was unable to generate any commercial advertising revenue in the UK at a time when international streaming was growing rapidly in the UK. One of the advantages of this

is that it avoids the restrictions imposed by UK law and regulations. For example, people in the UK have to pay an annual TV license tax to watch BBC TV or its internet TV iPlayer programmers. However, those who subscribe to Netflix, Amazon and Now TV to watch a wide range of films, television, listen to radio, etc. are still not subject to the TV license tax. The effect of this is that many young people are refusing to pay the TV License Levy, creating a vicious cycle that is increasingly straining the BBC's finances. In a rapidly changing media market in the UK, the BBC is not only investing in the production of high-quality content, but is also looking to innovate its broadcasting channels. At the same time, the BBC is also strengthening its own streaming technology and is discussing innovative partnerships with different traditional media companies to meet the challenges and competition of the international streaming market. This is also a way to bring inspiration to the media industry under different models.

As our video viewing time gradually shifts from traditional TV media to the world of streaming and downloading, the most used services in the UK are as follows, with Netflix topping the list according to the Audience Project's latest figures, with 70% of respondents who stream or download saying they use the US-based Netflix service for the video needs. The BBC's iPlayer followed in second place with 61% support, while Netflix's main competitor, Amazon Prime Video, came in third with 44% support.

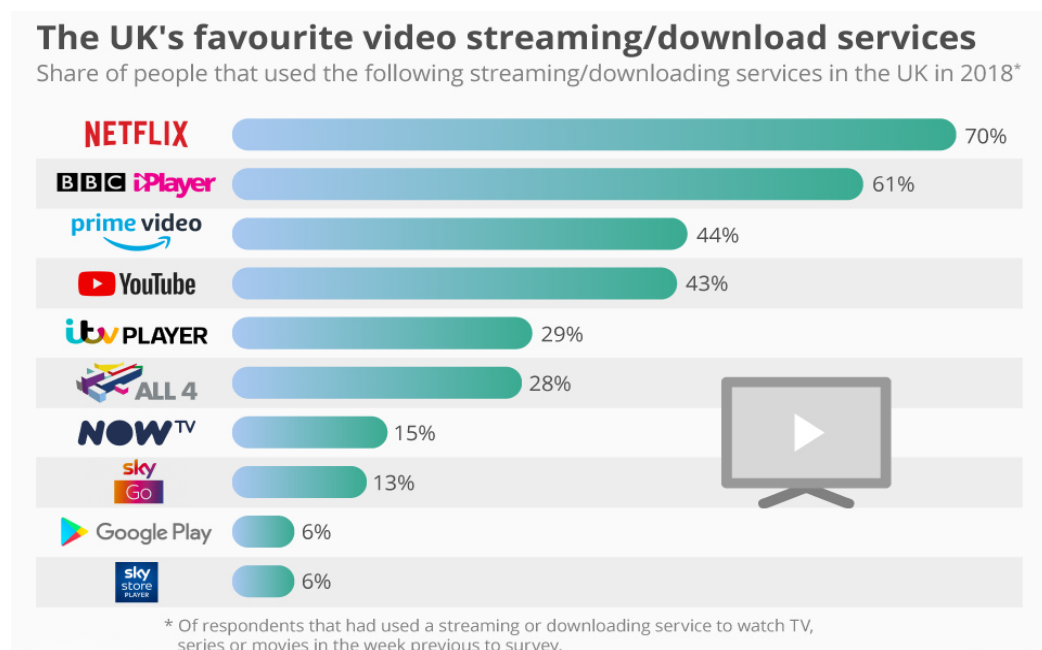


Figure 1.6 - The UK's favorite video streaming/download services

Data source : martin.armstrong@statista.com

Analysis of the current state of the UK media industry in the context of Brexit

1. The sharp decline in EU funding for the UK media industry

The development of the media industry in the UK has not been possible without significant funding from the European Union. The UK is one of the European countries that receive the largest variety of cultural donations from the EU, with the highest amount of money and the widest range of areas. For example, in the field of television, the UK is a leader in the EU's 'Digital Single Market' programmer, which brings together all levels of the member states' film and television markets and generates €415 billion in revenue each year. In addition, a range of EU projects, such as Citizens' Europe, the European Regional Development Fund, the European Cultural Fund and the European Social Fund, have funded national and local media projects in the UK. As a result of Brexit, these revenues or projects have been cut or canceled, which has in fact caused significant damage to the UK media industry.[53]

2. Restructuring of the media industry chain

In terms of investment, most of the TV stations and independent producers in the UK have adopted the approach of co-production with the EU countries, and have raised funds for their productions through the investment departments of different EU countries. As the largest export market for the UK media industry, the EU accounts for a large proportion of its total exports, and Brexit has put these 'funding ecosystems' under serious scrutiny. In the TV media sector, the UK earns over £370 million a year from TV productions and licensing models sold to the EU; in the publishing sector, the EU currently accounts for 40% of the UK's total exports to the world. Brexit removes the UK's market advantage over the EU and has a huge impact on the UK's existing media chain model. [11, P.1539-1559.]

3. Brain drain in the media industry

The UK's media industry has been underpinned by the introduction and exchange of cultural talent with countries around the world, including the European Union. The post-Brexit period has resulted in restrictions on the mobility of media professionals, tightened visa requirements and higher fees, which have affected the development of the media industry in the UK.

Summary

As one of the world's leading countries in the media industry, the UK media industry is moving towards a more diversified media era, influenced by the alternating effects of the Brexit environment and the impact of streaming media. This will be one of the examples that the world's media companies may wish to follow, and will drive the digitalization of the media industry in all countries as it evolves.

1.3 Belarus potential media market analysis and cross-domain vision






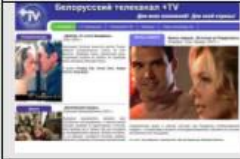




Belarus - a special land on the European continent where the media is a lubricant for social harmony.

In the Soviet period the media operated and was managed in a way that the concept of freedom of information, freedom of the press was embedded in the terms

freedom of printing, freedom of opinion and freedom of expression. freedom of expression. With the emergence of media such as radio and television and concepts such as 'freedom of access', 'freedom of transmission' and 'freedom to receive information and opinions', the aforementioned terms no longer fully capture the meaning of what is today called 'freedom of the press'. [10, p. 89-94.]

In the past, the mass media in the Soviet Union were known as the "mass press and propaganda system", the very "communist system" mentioned above. It was characterized by centralized content, strict discipline and unity of purpose. The Communist Party is the sole legal founder of the media, all newspapers, magazines, television and radio are owned by the state and the Communist Party, and the media are funded by government budgetary allocations. The media are subject to government censorship and filtering of content. As a result, artists were often deprived of their freedom of creation and the legitimate expression of views and opinions of citizens was suppressed. With the collapse of the Soviet Union, how did the media deal with the government in the process of economic construction and national development in Belarus? This is a topic that is always of interest to those who have an affinity with the Soviet Union, and for Belarusian media companies and individuals, it is an issue that must be considered. Simply put, does the media act as a fourth power to monitor the state government? Or does it become a mouthpiece of the government? In terms of print media such as newspapers and magazines, as of 1 April 2021, there were 720 newspapers and 855 magazines published in Belarus, of which more than two thirds were privately owned. It is worth noting that Belarusian print media gives priority to the publication of newspapers in Belarusian and Russian, as well as multilingual publications in English, Polish, Ukrainian and German. Of these, 27 radio programmers and 54 television programmers are privately owned. The high share of public broadcasting is mainly due to the fact that most of them are regional radio stations created by local government bodies. There are 30 radio stations in the FM band in Belarus, including FM-Radio, UNISTAR (a Belarusian and German media project), Europa Plus and others. Radio Belarus" broadcasts in Belarusian, Russian, English, German, Polish, French, Spanish and Chinese. [62]

Table 1.1 - Belarusian mainstream media column table

Belarusian mainstream media column table				
				
TUT.BY	BELAURS.TV	BELARUSIAN TELEGRAPHY AGENCY	RADIUS FM	BELSAT TV
				
PLUS TV	8CHANNEL	VICTOR STRELKOVSKY PHOTO	PHOTO MINSK	BELARUS NATIONAL TOURISM AGENCY

The development of the Belarusian media industry today is thus multilingual and international, which is very different from the state of the media in the Soviet Union. This is a much more market-oriented state of the media industry, which in turn generates industrial profits, which is positive for the media market. From a market perspective, the media is also a commodity, chosen by consumers. Each media outlet has to define its own audience and its own target audience, and then use a specific approach to gain the support of its audience. As a result, the competition between media outlets is changing dramatically in terms of their founding objectives, audience targeting, content style and stylistic adjustments, reflecting the market orientation of the Belarusian media industry today. In other words, the Belarusian media has undergone a historical transformation, and with the development of the industry and the competition within it, commercial media wishing to survive in the free market must adapt to the changes brought about by marketization, and the new operators must face the rapidly changing political and economic situation.

A win-win situation for the media industry with China, an important pivot country of the Belt and Road.

China attaches great importance to its relations with Belarus and is willing to work with Lukashenko to promote a comprehensive strategic partnership between the two countries, said Chinese Supreme Leader Xi Jinping in a congratulatory telegram on the election of the Belarusian President in 2020.[71]

As a result, Belarus, located in the heart of Europe, is considered by Chinese scholars to be an important transportation hub for the Eurasian continent and a pivotal country for the One Belt, One Road.

Belarus and China have been building a comprehensive strategic partnership since 2013, when President Lukashenko visited China in 2016 and signed a declaration on the establishment of a comprehensive strategic partnership. This is also

an excellent business opportunity for the media industry in the bilateral trade between the two countries.

Firstly, Belarus and China can respect each other's market mechanisms and develop new media or programmers formats in line with their policies. This will allow for a more diverse range of topics, a wider audience and newer themes. This will also enable the export of western and eastern programmers to more regions, so that the media can be used to reap market profits.

Secondly, we should pay attention to the current streaming media market, so that the media industry can keep up with the market, maintain the innovation of business models, and absorb more overseas audiences, such as grasp the diversion of TIKTOK, FACEBOOK, VKONTAKTE, YOUTUBE and other platforms. This will directly enhance the ability of Belarus and China to compete in the global digitalization arena by adjusting the previously unsuitable sectors of their respective national policies to become flexible in bilateral media (cross-media) changes. This will in turn lead to the development of media industries in the respective countries.

Thirdly, it is important to establish the short-term goal of integrating the media industry into the market economy and to keep up with the market. For example, we can start with small topics and have the media of both countries share the responsibility of producing them, so that we can pool our ideas and share the risks of production costs, as well as share the audience attendance. This would make the media industry a more direct capital market.

For example, in recent years, China has been seeking to go global, seeking international media cooperation and exploring new media business markets. Hunan TV has been the first to try this, with original programmers such as "The Sound of Music" and "Shake, Laugh, Bridge" signing contracts with overseas distribution companies, and "The Sound of the Heart", which successfully landed in North America in April. Such attempts to "go abroad" have helped Hunan TV become more and more famous in the international market, and will create more and more wealth. The "Global Buzz Project", a strategic system of original creation that brings together the world's top creatives and crosses cultural and language barriers, is attempting to bring a different kind of feast to the global audience and provide new business opportunities for the media market.[59]

In today's booming era of streaming media, it is only logical that all kinds of dramatic changes are taking place. In the post-covid19 epidemic period, streaming media is playing an important role in the media industry to respond to the unlimited future opportunities of the media industry. This will enable the two countries to work together under the Belt and Road agreement to break through the post-epidemic era and develop more diverse media and programmer formats to enhance the country's competitiveness in the international media field.

CHAPTER 2

GENERAL BUSINESS MODELS IN MEDIA

2.1 Definition of Business Model and Its Main Elements

2.1.1 Definition of Business Model

The term 'business model' comes up quite frequently whenever business is discussed, but there are many definitions of it, or rather, there is still no absolute authority on it.

After reviewing a large number of articles and materials, the author has found more than a dozen different definitions, but on closer examination, the internal logic of these different versions of the definition is similar. A business model can be simply understood as the integration of all internal and external elements that enable a business to operate in order to maximize the value of all parties, forming a complete, efficient and uniquely competitive operating system that is best implemented to meet the needs of customers, realize the value of all parties (including customers, employees, partners, shareholders and other stakeholders), and at the same time enable the system to achieve sustainable profitability. A total solution to achieve sustainable profitability.

It can also be more commonly understood as a business model, which describes and regulates the core logic and operating mechanism of an enterprise to create, deliver and capture value.[48]

Minimalist diagram:

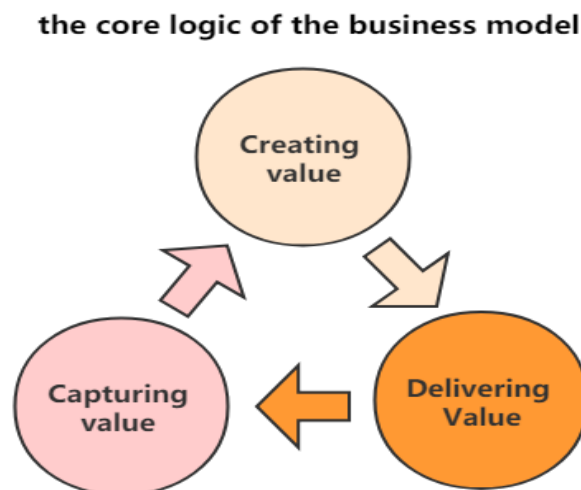


Figure 2.1 - The Core Logic of The Business Model

The above diagram is a very simple analysis of the three core components of a business model: creating value, delivering value, and capturing value, all of which are interlinked and cannot be achieved without one another.

From the point of view of cross-domain media communication

"Creating value" is based on the need for a common profitability objective, with each party providing a solution.

"Delivering value" is the optimal allocation of resources, contributing to the maximization of the value that their organization can provide by "complementing each other's strengths".

"Capturing value" is when the above two models are met and the resulting profit model can then be used as the best model for long-term collaboration and ongoing profitability between the two parties.

Finance scholars often say that behind a proven business model there are certain business elements that must be matched by anyone in order to ensure the success of the business project and thus create a mechanism.

These elements are not only important for everyone to understand, they are also key factors in determining whether a business model is viable, whether it will impress investors and whether it will be successful in cross-disciplinary cooperation.

2.1.2 The Six Elements of Business Model in communication and its application

Innovation has become an inescapable topic for all industries in their quest for development. From the media's perspective, the media needs to cater to the new online market and to the young audience of today, so it needs to innovate in all aspects of its format, content, broadcast platform and stylization. In the book *The Discovering Business Model*, the author mentions that innovation can be divided into two categories, one being technological innovation and the other being business model innovation. The book addresses the growing importance of business model innovation. In order to achieve business model innovation, one must systematically analyze the six elements of a business model, namely positioning, business systems, key resource capabilities, profitability, cash flow structure and enterprise value, to study the transaction structure of the enterprise and to expand the enterprise's business and cross-domain cooperation.

Positioning: Positioning is the result of a company's strategic choices and the starting point for the other organic parts of the business model. In order to win in the marketplace, a company must first define its position.

Business system: The business system is the core of the business model. It requires the business components needed to achieve the positioning, the role of each partner and the way and content of stakeholder cooperation and transactions.

Key Resource Capabilities: are the critical resources and capabilities required to make the business system work.

Profitability model: The performance of a company's interests in the distribution of benefits among its stakeholders, given that the ownership and value chain structure of each value chain in a given business system has been determined. It refers to how a business generates revenue, allocates costs and earns profits.

Cash flow structure: The cash income generated in the course of a business, net of cash investments, whose discounted value reflects the value of the investment in the business model.

Corporate Value: A criterion for assessing the merits of a business model. It is the discounted value of the free cash flow that the business is expected to generate in the future.

These six elements of the business model interact and determine each other: the same business positioning can be achieved through different business systems; the same business system can have different key resource capabilities, different profitability models and different cash flow structures. [16, p.74-78.]

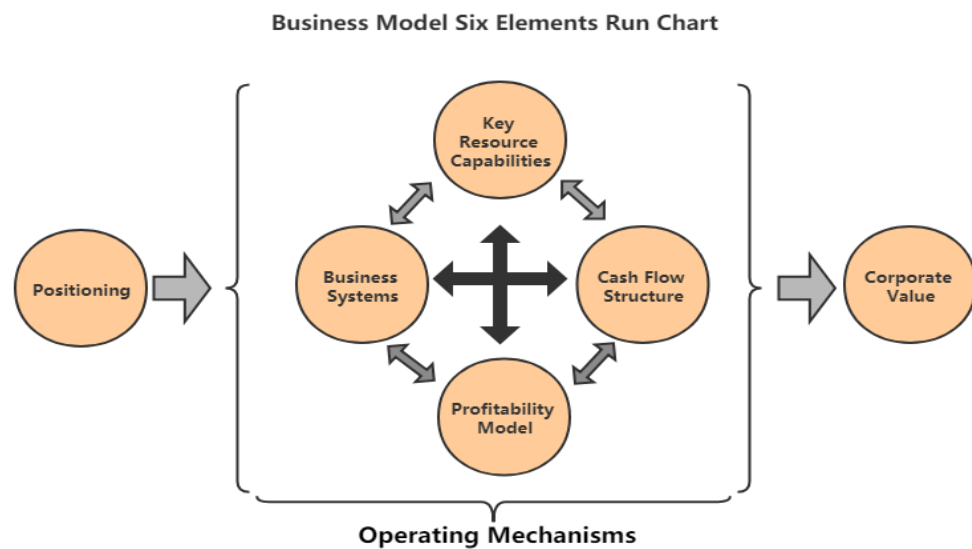


Figure 2.2 - Business Model Six Elements Run Chart

According to the above diagram, the six elements of the business model are worthy of consideration and reference from the perspective of cross-domain communication between media and business.

For example, media organizations and commercial companies that share a strategic business position can work together to seek cross-domain profitability. The media company is good at product packaging and promotion, the commercial enterprise is good at building sales channels, and the manufacturer is good at manufacturing and R&D. With this organic combination, they can effectively avoid areas in which they are not good at when they work together across domains, thus saving unnecessary human investment and expenditure. This is because in an organization, key resources often cover a wide range of areas, including other workers, for example. Therefore, in the wider context of a business organization, the business model usually only considers the costs and benefits at the monetary level. It is therefore reasonable to assume that a reasonable adjustment of these six elements, where necessary, may reshape the business model of a company/organization and thus reinvigorate it when it reaches a bottleneck in its development.

2.2Media Business Strategies Online

The traditional media industry has seen a boom in services from the early days of print newspapers and magazines to television channel services and later to the opening of cable TV channels. This, coupled with the multi-system cable TV operators' channel packages (i.e., the subscription of a corresponding annual fee for access to a corresponding product, such as the BBC's pay-per-view tax), has led to a boom in media services for the general public. As a result, cable TV channels have become a necessity for the general public, as they can choose cable TV as their main source of audio-visual services in their living rooms. However, the advent of the Internet era has led to the rise of many online streaming media platforms, where paid or free audio and video content has become a service item. In view of this, media companies should follow the changing trend of the times and understand the general public's perception of audio and video content on the Internet, as well as the usage rate and viewing habits of Internet streaming media platforms. In this way, we will consider the richness of cable TV channels in the future, as well as the integration and presentation of the Internet streaming media platform with cable TV channels.

2.2.1 The Development of Online Business in the Media Industry

When it comes to online commerce, many people think of online shopping platforms such as eBay, Amazon, Yandex and Taobao. In fact, the media industry can also be e-commerce, the focus of online commerce is on the resources of the sellers themselves can solve the problems for consumers, bring consumers what value, this is essentially the business model itself, so each seller or enterprise (media is also an enterprise) in its own commercial value based on the competitive business environment, cross-field into the e-commerce market is the inevitable trend, but also It is a necessary business tool. However, if you think of e-commerce as a way to sell something for profit, and do not think of it as a business tool or instrument, you will not do well. Traditional online commerce in the media industry is mainly in the form of streaming on online streaming platforms (e.g., the BBC has its own official number on the online platform YouTube) The BBC says it hopes that this alliance will allow users to use the BBO's iPlayer on-demand video service for these online clips, as well as the Google and YouTube advertising platforms. The BBC said it hoped the alliance would enable users to use BBO's iPlayer on-demand video service for these online clips, and would also bring in new advertising revenue through Google and YouTube's advertising platforms.[47]

Industry specificity is the key to business model development

Most media companies think of e-commerce as a traditional business model, without considering that the nature of their business model is based on the characteristics of the media company itself, and therefore think that by renting or using a large and well-known e-commerce system in the market, they can put their

products on the shelves and make money. This is because each industry has different business characteristics, and it is important to understand and analyze them thoroughly before planning a business model that may be suitable for development, and finally integrate the industry characteristics into the development of the e-commerce platform and the integration of the industry's own resources. For example, there are different payment models for online audio and video, which are divided into free viewing, piece-rate viewing, and non-piece-rate viewing (commonly known as monthly subscriptions) depending on the operating strategies of the different platforms. In addition, some online voice communication services, such as Line's video and call services, or Skype, which is now part of Microsoft, have gradually replaced the earlier telecom operators' long-distance international call services in today's world. These free or low-cost Internet video and call services are really convenient for people who need to make long-distance calls across borders and save a lot of money on communication services. Internet-based video streaming applications are also becoming more and more popular. Not only have traditional live TV channels moved into the internet space, but internet streaming media platforms are also using the internet to deliver their content. Media companies such as Netflix offer direct online subscription and viewing services, which greatly facilitate consumers' enjoyment of audio-visual content. For example, Internet video applications can be viewed on computers, handheld devices, set-top boxes, and Internet-connected smart TVs, where supported video software or applications can run on the end-display device to watch Internet video or even interact with systems in the cloud. This will create more interactive applications. [19, p. 256-260.]

With these cloud-based interactions, media companies can deliver more accurate advertising by analyzing big data on viewers' viewing habits and locations. It is also because of the rapid advancement of the Internet and the maturity of technology; the analysis of user data has led many traditional media companies to actively engage in the field of Internet streaming audio and video services. In order to be successful in the audio-visual segment, they are seeking to become a market share player in the media e-commerce market.

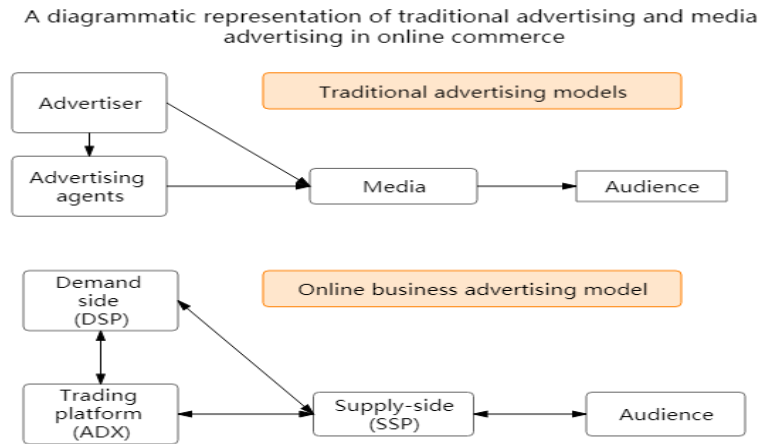


Figure 2.3 - A Diagrammatic Representation of Traditional Advertising and Media Advertising in Online Commerce

2.2.2 Ideas for the Development of Traditional Media and Streaming Media in the Internet Generation

How can traditional media face the impact of streaming media and seize the development opportunities that have come, and how can they break through the limitations of their own development across platforms? The following five points are worthy of attention.

1. Publish short video news on TIKTOK, INSTAGRAM and other audiovisual platforms. No matter how the media tools evolve, news production is still the core task of the media. Traditional media should make use of short videos to increase the impact of news and showcase key moments and details of events on the basis of ensuring the authenticity of the news, so as to gain the attention and emotional resonance of the audience.

2. Focus on positive content. Under such circumstances, positive content with strong visual impact and emotional impact is rapidly gaining the attention of the audience, and can lead to massive interaction and re-posting. Traditional media can rely on their own news resources to continue to capture the audience through the dissemination of positive content, thereby gaining their emotional recognition.[60]

3. Make use of platforms to expand your popularity. In addition to enriching the content of their own platforms, traditional media should also make use of commercial short video platforms to expand their reach and influence. In this process, it is important to have a clear understanding of the user profile, recommendation mechanism and platform tone of each platform, so as to match the content suitable for dissemination and gain the support of the platform's traffic.[58]

4. Expanding the functionality of streaming media platforms. As the integration and transformation of traditional media progresses, service attributes are gradually

becoming one of the main functions of media. Short videos on streaming media platforms, with their simple lifestyle elements, interactivity with audiences and fragmentation characteristics, are showing their effectiveness in expanding the functional attributes of the media. In this regard, compared to online streaming platforms, traditional television media has an advantage over commercial platforms in exploring media services due to its unique authority and credibility. In this respect, streaming media can be considered as a secondary diversion and merger with traditional media.[8]

5.Create " web celebrities ". As with online streaming platforms, traditional media can also develop their own web celebrities. In traditional media, the hosts tend to be outstanding performers and have a certain level of popularity. By packaging the hosts in the form of fun short videos, not only can they increase their own influence, but they can also indirectly showcase the image of the media.

At present, the pressure and uncertainty on media organizations and video websites has increased. With the irreversible trend of quality programmer, conscientious production of audiovisual content has become an obvious demand for viewers, and streaming media like video websites are increasingly playing a key role in content production and output.

2.2.3 Branding strategies for online marketing in the media industry

As mentioned above, the production, creativity and consumption of variety shows have taken on new characteristics in the all-media environment, and how to seize the development opportunities, achieve innovation in programmer formats and provide more quality cultural products to audiences. For example, if media organizations want to innovate their programmer, they should be good at observing social issues and exploring the balance between TV expressions and audience resonance; while adapting to changes in the media environment, public opinion ecology and audience needs, and making new breakthroughs in creation concepts, content genres, formats and end carriers. Therefore, media organizations can do the following in the online business market and brand marketing.

Firstly, focus on innovative formats to create a more interactive and experiential programmer model. For example, China Central Television's programmer "The Chinese Poetry Contest" was broadcast live, mobilizing viewers to use the WeChat "shake" function to answer questions simultaneously with the TV programmer, and allowing netizens to relay poems in the programming's Weibo comment section; Beijing TV's " Up and Coming - The Forbidden City" focuses on exploring the history and culture of the Forbidden City, while at the same time Beijing TV's "The New Palace" focuses on exploring the history and culture of the Forbidden City, while at the same time producing cultural and creative derivatives that are directly integrated with the online and offline TV business.[52]

Secondly, we should focus on innovative styles and strengthen the "Internet+" mindset to enhance the interaction of traditional media. Creators should make full use of the Internet in the planning stage to solicit online opinions to improve the creation of their programmer, and can also make use of social networks to initiate discussions on topics, so that programmer can be disseminated accurately.

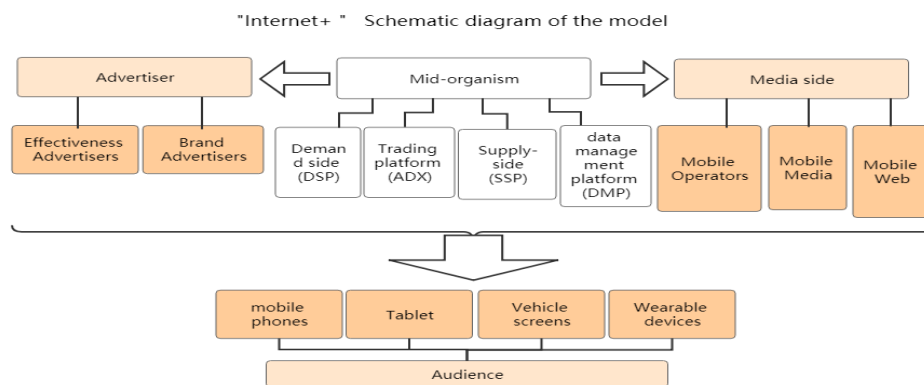


Figure 2.4 - "Internet+" Schematic Diagram Of The Model

Thirdly, media companies should insist on originality, combining the expansion of genres with the refinement of audience needs, as originality demonstrates a comprehensive competitiveness.

As the media industry integrates into the online platform to promote products and brands in a new environment, media companies should also be clear about the specific nature of online commerce - two characteristics of the internet have a profound impact on the consumer market, which means that the online era requires a different branding and access strategy: one is decentralization and the other is disinter-mediation.

Decentralization comes from the instant connectivity of Internet technology, which gives every individual the ability to disseminate information, provide services and receive feedback in real time, so that communication no longer needs to be central.[69]

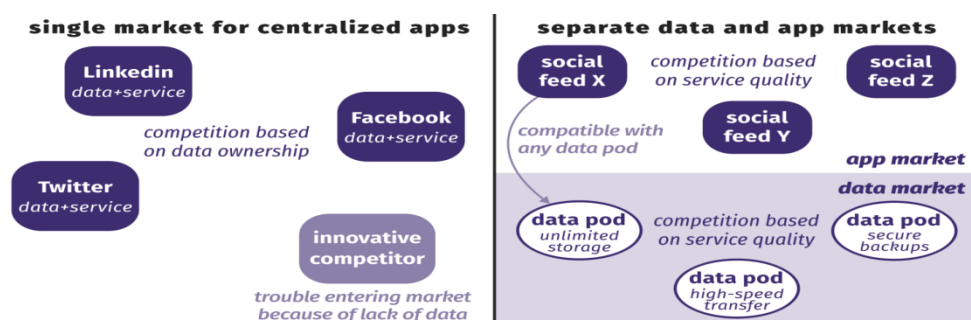


Figure 2.5 - Paradigm shifts for the decentralized Web

Data source : Verborgh, R. (2017), 20 December

From the rise of Youtuber and online self-publishing, to Netflix and other online streaming platforms that have overtaken traditional TV, to the rise of live streaming platforms, the trend of diversified and decentralized listening has become irreversible. Consumers have become accustomed to new forms of communication in the online media: direct, personalized and interactive.

For brands, this change in audience habits means that the traditional "push strategy" of communicating through mass media advertising and the "pull strategy" of in-store promotions has to be completely rewritten. [12, P.457-460.] Consumers are now more likely to expect brands to interact with them directly, giving them the information they want in real time, without going through other media or retail shops. In other words, it is becoming more mainstream to run online communities directly and to harness the power of online communication to build brands. For example, building your own brand community on Facebook or developing your own fan base on blogs. This means that brands have become more efficient and have moved from a vertical to a horizontally decentralized channel structure. Traditionally, channel management required the consideration of vertical relationships between various agents. In the online marketplace, this means that there are different types of channels, such as e-commerce retail platforms, live sales platforms and social group buying platforms.

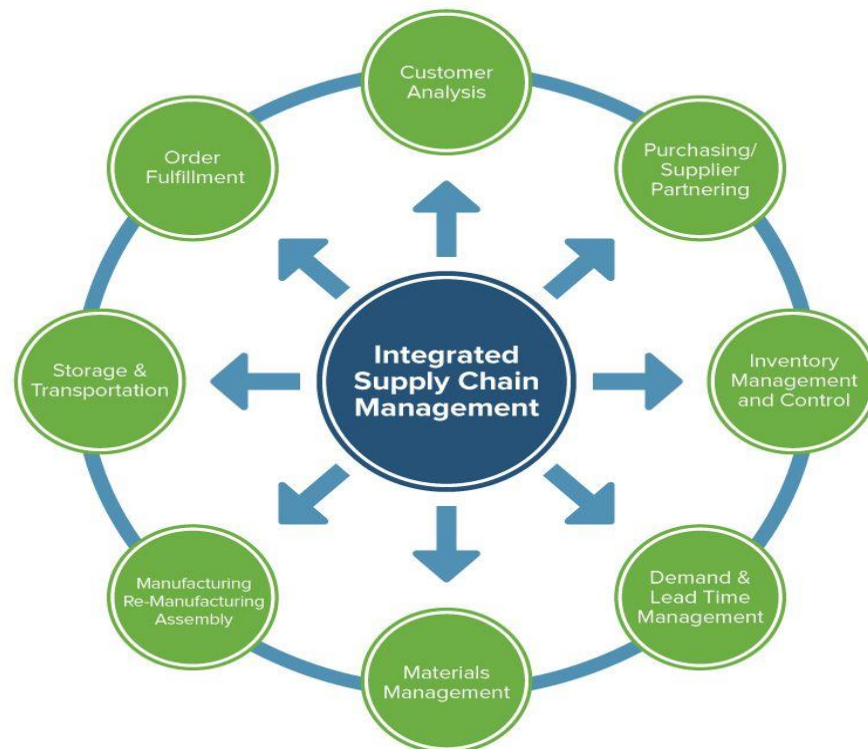


Figure 2.6 - Integrated Supply Chain Management by Andy Marker

Internet technology has overturned the habits and expectations of traditional media audiences, which means that media brand makers must abandon their old brand management and channel management models and adapt to the decentralized, multi-networked nature of the Internet and the direct, interactive and personalized nature of communication in order to firmly grasp the audience of the new generation.

2.3 Actual Case Studies

2.3.1 Analysis of the Transformation and Business Platforms of Chinese Media Companies in the Network Era

Comparison of Internet Content Enterprises Aiqiyi and Tencent Video

Aiqiyi's business layout: content-based multi-level cooperation.

Aiqiyi is a popular video site and media company in China today, with operations in China, Hong Kong, Taiwan, Malaysia, Singapore, Myanmar, Thailand, Cambodia, the Philippines and Indonesia. The media company does not produce hardware, but rather works with end-users through a content-internal approach that involves selling program content and importing video products from other media companies in China and abroad. Aiqiyi is an early mover in the integration of TV media with the Internet, working closely with the CCTV Galaxy Internet TV license operator to take the lead in Internet TV deployment, and already in 2013, Internet TV with Galaxy license and Aiqiyi content began to operate. From the perspective of end-to-end cooperation, Galaxy and Aiqiyi have cooperated with several major domestic TV manufacturers. Business partners are flexible and multi-level cooperation is possible, while Galaxy Kiwi's app is also in the leading position at the TV end. From the perspective of content, Akiyo is rich in content and has accumulated a large number of users in PC and mobile, which will have a huge driving effect on the TV side. In terms of business model, Galaxy Akiyo's business strategy mainly relies on revenue from the operation of content to make profit and share with end-users. [61]

Tencent Video's Business Layout: Content and Resource Advantages Together

Tencent Video is also a popular video platform and media company and producer in China, and has entered the international market in 2018, becoming one of the four largest audio-video platforms in China in 2019, relying mainly on its content and experience advantages, and vigorously promoting cooperation with terminal manufacturers and international Internet video companies with an active and open attitude. From the terminal level, Tencent Video has cooperated extensively with domestic mainstream media companies, and has also cooperated with many business enterprises such as international brands Philips, Samsung and Sharp. At the same time, Tencent Video has also actively cooperated with leading sales companies and manufacturers such as Xiaomi, Skyworth and Himedia. In terms of business cooperation, Tencent Video is flexible enough to cooperate with manufacturers for revenue sharing. In addition, Tencent Video has also cooperated with Taijie and VST,

integrating the subscriber resources of these two video service providers to achieve rapid accumulation of subscribers. From the perspective of content, Tencent Video has purchased abundant domestic and foreign copyrighted content, especially exclusive cooperation with many overseas film and television companies, and obtained many exclusive overseas dramas, movies, sports events, documentaries and other content. [49]

Table 3.1 - Comparison of the development experience and field characteristics of Akiyi and Tencent Video

Comparison of the development experience and field characteristics of Akiyi and Tencent Video		
	Aqiya	Tencent
Development Experience	<p>On July 30, 2012, China's state-owned Central People's Broadcasting Corporation (CPB), a subsidiary of CPB, established a joint venture company, Galaxy Internet TV Limited, with Jiangsu TV and Aqiya.com.</p> <p>On September 3, 2013, TCL and Aqiya jointly launched the first intelligent TV product "TCL Aqiya TV - TV+", which was officially unveiled. On October 24, 2013, Aqiya, Galaxy Internet TV, Skyworth and Jingdong jointly announced a new type of set-top box, "Ultra HD Box". In November 2014, the Internet TV division of Akiyo was "integrated" by Galaxy, and the commercial and operation teams were taken over by Galaxy. Akiyo will inject copyright, CDN resources and technology into Galaxy, and fully support the development of Galaxy Internet TV.</p> <p>On March 23, 2016, Xiaomi officially announced the</p>	<p>In 2011, Tencent took a stake in CNTV's subsidiary Future TV, whose largest shareholder is China Central Television, and Tencent, as one of the founding shareholders, has a 19.9% stake in Future TV. In 2013, Tencent invested in Tadge Video (Series A financing).</p> <p>On March 18, 2015, Kanga T60, the first TV in the living room, was launched.</p> <p>June 18, 2015, Skyworth Q+ box, Tianmin D3, Himedia TT and the first batch of cooperated boxes were launched.</p> <p>On July 31, 2015, we cooperated with Guangdong Southern New Media Development Co., Ltd. to launch the Internet TV APP - Cloud TV - Penguin.</p> <p>In January 2016, Tencent officially launched the brand "Qiwán TV", which represents its Internet TV business.</p> <p>In June 2016, the user activation volume of Qiwán TV exceeded 65 million.</p> <p>On July 23, 2016, Cloud TV</p>

	<p>membership strategy of Xiaomi TV and launched the Xiaomi TV membership (Aiki Art VIP membership) in conjunction with Aiki Art.</p> <p>On May 24, 2016, Kukai, Galaxy Internet TV Co., Ltd. and Aqiye announced the establishment of a joint laboratory to carry out in-depth cooperation in research and development, and signed a 3 billion RMB OTT cooperation order to jointly launch 1 million "VIP TVs".</p>	<p>- Penguin officially changed its name to Cloud TV Aurora.</p>
Media Business Integration Field Features	<p>Aiqiyi has gained a considerable number of users because of its early start in the field of Internet TV and its accumulated first-mover advantage, many cooperative companies and long user accumulation time.</p> <p>The number of users has laid the foundation for its commercialization, and Aiqiyi has also been able to make an early start on commercialization and has rich experience in membership operation.</p> <p>Aiqiyi does not produce hardware itself, but mainly cooperates with terminal manufacturers at the content level, and has a win-win relationship with them, so it cooperates more closely with terminal manufacturers.</p> <p>On the one hand, it purchases a large amount of</p>	<p>We have a rich variety of copyrighted content, especially in the field of overseas movies and TV, and have reached exclusive cooperation with HBO, Warner, Paramount and other movie and TV groups to provide users with a wealth of exclusive overseas movie and TV resources. In the field of high-quality self-produced content, Tencent Video's self-produced dramas and self-produced variety shows are exclusively presented.</p> <p>The content is available in full HD and even 4K. Full HD and even 4K content with Dolby sound; Tencent Cloud ensures a smooth experience; relying on Tencent's big data, it provides personalized video push service according to users' viewing habits and interests; covering the entire population, Tencent's social account system provides users with a rich and interesting cross-screen experience</p>

	<p>high-quality copyrighted content, and on the other hand, it produces a large number of self-produced dramas and variety shows for its target user groups, which are welcomed by users and have accumulated a relatively large number of users in PC and mobile. With the migration of user habits, it may also achieve rapid growth of users in the TV side.</p>	<p>and realizes interconnection and interoperability between terminals.</p> <p>With an open mind, we will work with our industry chain partners to win together. The company will continue to support the licensee in the development of Cloud TV Aurora, Cloud TV. The company's operations and content cooperation with CIBN Video-VST have contributed to a significant increase in the market share of Tencent's Internet TV APPs, giving it a competitive edge in the market.</p> <p>The company's products are distributed throughout the cultural consumption chain, and the content copyright advantage is self-explanatory, and there is more room for imagination in commercializing games and literature around IPs.</p>
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The Convergence Industry Chain of China's Internet TV and Media Industry

The overall industry chain of Internet TV shows a "dumbbell" structure with two large ends and small middle. The upstream content end of the industry chain concentrates a large number of content providers, which gather content resources from multiple content producers and manufacturers, thus providing rich content resources for Internet TV. The downstream output end of the industry chain has a large number of TVs, set-top boxes and screen-less TVs. The middle part of the industry chain is influenced by the regulatory policy of the industry, and only a limited number of integrated broadcasting and control licensees are concentrated.

China Internet TV industry chain distribution map

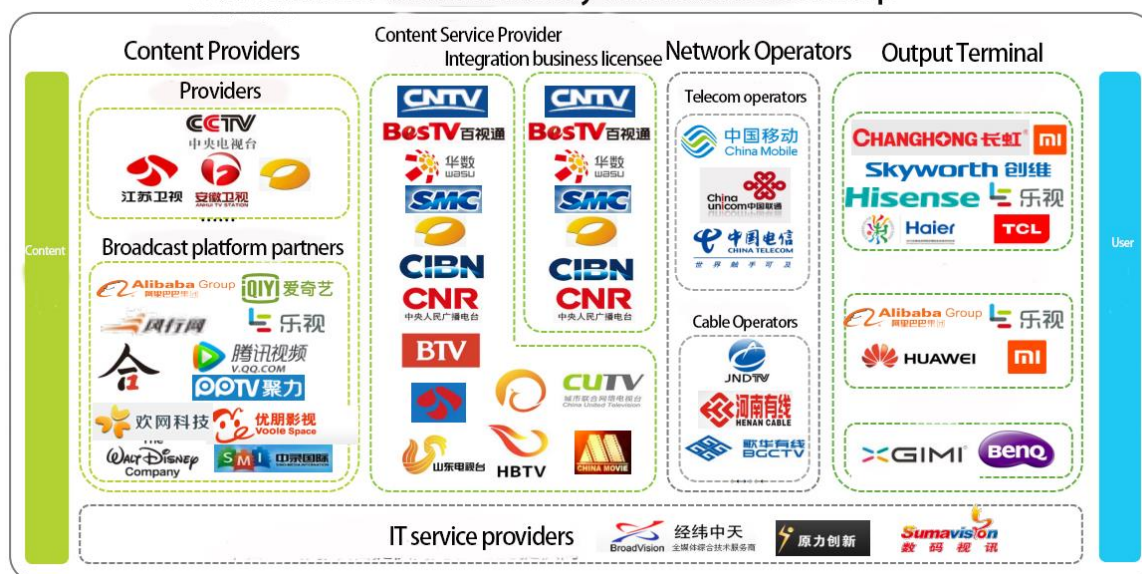


Figure 2.7 - China Internet TV Industry Chain Distribution Map

As shown in the figure above, the Internet and TV industry chain can be divided into three parts. The first part is the "content" part shown by the green bar and the dotted line, which represents the content providers and is the main manifestation of the integration of the Internet and TV industry. The second link is the licensee, which is the core of the government's supervision of the Internet TV industry under the mechanism of the Chinese government's policy, and is also the channel connecting the content and the end of the industry chain. According to the policy, only the existence of licensees can open the channel between the content and the terminal. The content providers and licensees are jointly within the scope of video service providers. The third link is the "user" and terminal shown in the blue bar, and the terminal includes pure hardware and system software. The system and software parts are also regulated and controlled by the licensee, while the terminal production relies on traditional TV manufacturers and emerging Internet enterprise TV brand owners.

Analysis of Content Platform Service Providers and Business Competition Models

The content service of the Internet and the integration of the TV industry is a platform service that can provide content directly to users, who choose the content from each content platform to watch through the centralized control platform. Therefore, this forms a commercial competition among content platform service providers.

Commercial competition

Licensees: Licensees with copyright resources and operational capabilities are expanding upstream in the industry chain, trying to penetrate the entire industry chain and include industry segments other than terminal production.

New media enterprises such as video websites: Internet TV is a new huge platform for video content to play its value, and the content service platform field has become the next important competition field for video websites.

As a result, there are two types of new media that want to enter the closed loop of the game in the content service platform area: (1) Participatory construction type: Through cooperation with licensees and hardware vendors, licensees take the lead and participate in the construction of the content service platform and copyright resources, and the two parties cooperate in the later stage to share the benefits; new media enterprises are more deeply involved and have a relatively greater say.

(2) Content Provider type: In essence, they participate in the Internet TV industry chain as CP (Content Providers), scoring revenue from copyright resources or paying a fee to licensees for content revenues.

This kind of business competition is inevitable because of the emergence of new industry chains, the Internet has brought end-users closer to consumers, especially online marketing and e-commerce, which has a huge impact on the marketing model of traditional TV media. For example, the importance of content production and innovation is increasing. In the past, people chose TV media services only because of the "authority" of the old TV stations, but now people will consider both brand and content services and quality.

The era of TV as an independent system is gradually coming to an end, and Internet TV will be integrated into the whole Internet environment as part of the Internet ecosystem.

Specifically, we will analyze the competition and cooperation between Internet companies and traditional TV companies.

Table 3.2 - Analysis of Content Platform Service Providers and Business Competition Models

	Traditional TV Media Internet Enterprises	Internet Enterprises	Integration of Traditional TV Media and Internet Enterprises
Advantages	With many years of experience in the TV production industry, the company has rich experience in the design, production and quality control of TV programs and has obvious	We have been engaged in Internet service for many years and have rich experience in the field of Internet service. By cooperating with licensees for content platform	Internet enterprises, licensees and terminal producers cooperate, with Internet enterprises and licensees providing content and platforms, integrating with terminals to

	<p>advantages in the supply chain.</p> <p>The company's branded programs have accumulated a reputation for many years, and when users choose to watch programs, they will give priority to these old branded TV programs, which have a higher degree of trust and a wider audience.</p> <p>The upstream and downstream construction of the hardware industry chain is well established, which can ensure better quality viewing services.</p>	<p>construction, we are able to provide better user experience and are more professional.</p> <p>With its own rich content, it can integrate its own terminals and form its own ecosystem through its own content, so that profits do not need to be overly distributed to other participants.</p> <p>We can subsidize the hardware through content to lower the price of hardware and enhance the attractiveness.</p>	<p>provide users with better products and services, and all parties promoting the rapid development of the Internet TV industry. The Internet TV industry has been able to realize the complementary advantages of service, content and terminal production.</p>
disadvantage	<p>Transformation is relatively slow, and in most cases, cooperation from outside forces is required.</p> <p>High degree of crystallization, not suitable for breakthrough and innovation.</p>	<p>The viewing service system is not as good as traditional TV media.</p> <p>The brand is more influential among the Internet audience, but not popular enough (it can also be understood that the traditional TV media has a large</p>	<p>From the current market situation, the audience groups of traditional TV media and new Internet media audiences are clearly divided into two classes, how to proceed still need to adjust and improve themselves.</p>

		audience and is not easy to shake).	
brief	<p>In the process of integration of Internet and TV industry, competition between traditional TV media and Internet enterprises is not the norm, and cooperation is the more likely direction of development. As the Internet and traditional TV industry chain is long, the distribution of interests is complex, and good competitiveness requires the cooperation of all segments of the industry chain, if you can not integrate the cooperation between the various segments, it will be easy to generate conflicts and be at a disadvantage in the competition. Therefore, many enterprises have chosen to cooperate at the capital level, through joint ventures or equity participation, to form a common body of interests and participate in market competition.</p> <p>For example, the cooperation and communication between Internet enterprises and licensees, the cooperation and communication between hardware vendors and Internet enterprises, and the cooperation between hardware vendors and licensees. The cooperation at the capital level also requires a clear relationship of rights and responsibilities and the distribution of benefits and communication methods, in order to smoothly promote business and enhance the overall market competitiveness.</p>		

Exploring Business Models for the Integration of the Internet and TV Industries

With the integration of the Internet and the TV industry, the commercialization of the content service level has progressed. Currently, the main business models are content user fees, membership fees, advertising revenue and viewer appreciation. Advertising mainly includes app opening ads and video posting ads, while viewer reward is an emerging profit model, which is mainly reflected in the quality of content production or whether it meets viewers' preferences, thus gaining viewers' spontaneous payment for reward. In the process of "rewarding", it is often through the communication and interaction between the performers in the program or video content and the audience, which leads the audience to "reward" the sponsorship behavior. As the commercialization is still in its initial stage, the scale of revenue is relatively small compared to the scale of revenue from system purchases on PC and mobile, but due to the special environment of the contemporary Internet, in the future, both the willingness of users to pay, the value of individual users and the unit price of voluntary "rewards" may exceed the value of system purchases on traditional

PC and mobile. Especially in the post-epidemic era of covid-19, with governments issuing different degrees of restrictions on social orders, the amount of Internet users is growing, more business models have emerged and mature, such as interactive games, live communication and other fast-acting models have become hot convergence projects with promising profit prospects.

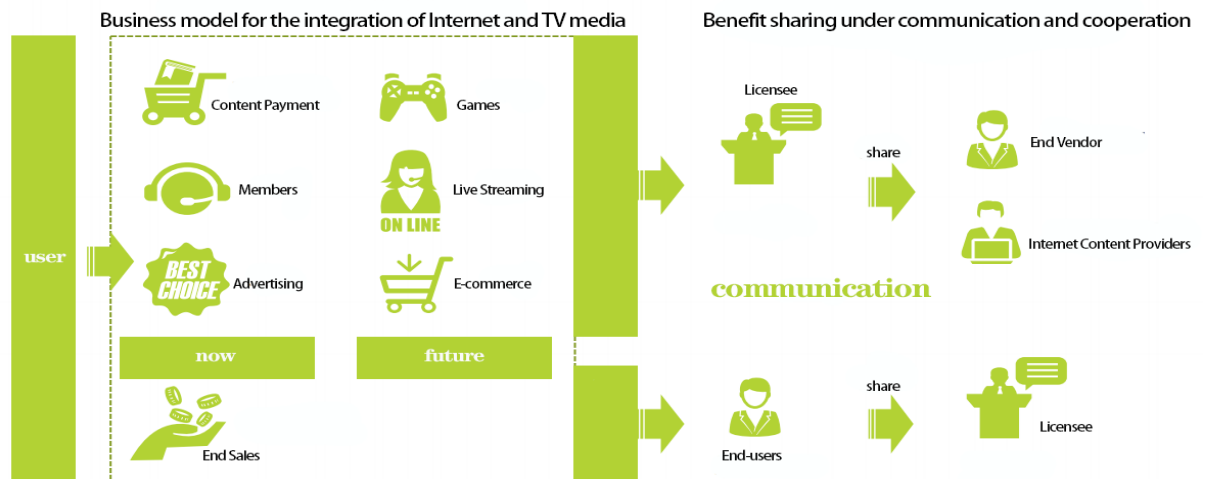


Figure 2.8 - Content as King and Grasp the Way of Communication is Exploring Business Models

As can be seen from the above chart, if you want to grasp the market, you need to take "content as king and grasp the way of communication"

Content is king: video enterprises return to the original business level to compete.

Video enterprises providing content-level services, coupled with their reliance on licensees, cooperate with terminal manufacturers in a variety of flexible ways, and terminal manufacturers are also more free to cooperate with them and have abundant choices. Therefore, in fact, except for the differences in the number of users, the number of terminals of cooperative enterprises and the degree of commercialization, there is no intrinsic difference in the competition strategies among enterprises in the field of Internet TV. Therefore, the competition between video enterprises in the process of convergence of Internet and TV media will ultimately return to the competition at the original business level of video enterprises, which essentially still relies on rich content. At present, the profitability of the content level on TV still relies on quality content to attract a large number of users and contribute more advertising traffic revenue and content payment revenue to win greater audience "appreciation". Therefore, when users consider watching content brands, they still need to consider the richness and exclusivity of the content, so each family should continue to develop their own original characteristics in order to truly gain a foothold in the market competition.

Grasp the way of communication: good communication is the foundation of a cooperative relationship.

In the environment of multi-party cooperation, communication activities are always in the end. From producers like TV media and video enterprises to licensees as intermediaries, individuals and program producers as end-users also need to communicate. Only through such back-and-forth negotiation and feedback can innovation be more flexible and diverse, and programs more colorful. The ideal situation would be an open environment where all parties communicate without barriers, but in reality, this is too idealistic. In reality, communication between multiple parties will result in misunderstanding and neglect of information. If companies can master the key to control the scene in this link, i.e., voice or communication skills, then they will win this key point of business competition. The communication skills have been introduced in the above-mentioned chapters, and these methods are essentially the same for both companies and individuals, i.e., to use the methods to make their communication better, or closer to the information points needed by multiple parties and politely. Returning to the integration of television media and Internet communication environment, the demander should use appropriate and intelligent language skills to express his needs appropriately and accurately as much as possible, and at the same time attract the attention of multiple parties, which will make it possible for the demand to be satisfied to a large extent by the other party. Therefore, when a company or an individual is in a business communication environment, it is necessary to consider the needs and interests of other participants, and to consider the interest and representativeness of the content when expressing, so that the expresser still needs to work on the communication methodology to have a chance to win in the market competition.

2.3.2 Operational Model and Communication Strategies of International Media Companies in the China Market

Case Review

On January 13, 2010, Google revealed in a blog post on its official website that it would stop filtering search results in mainland China. This means that Google's handling of search results will no longer be in accordance with Chinese law, so we can know that Google China will soon withdraw from the Chinese market.

Then on January 16, 2010, Bloomberg News reported that Google denied previous media reports about the closure of Google China's website and offices. On the same day, a Google spokeswoman, who asked not to be named, said that Google's employees in China were still prepared to continue working in China in the future, as they are now. In an interview with Newsweek on January 15, Google CEO Eric Emerson Schmidt also said he hoped to stay in China after consulting with the Chinese government to reach an agreement.

In the afternoon of January 18, 2010, after announcing that it was going to withdraw from the China market and its employees had stopped working for a week, Google again said that its business in China was back to normal and it started to place advertisements.

On January 29, 2010 and February 25, 2010, the person in charge of the relevant departments of the Chinese government discussed with the person in charge of Google twice, and gave patient and detailed explanations on the issues raised, emphasizing that foreign companies should follow Chinese laws in operating in China, and if Google is willing to comply with Chinese laws, we still welcome Google to operate and develop in China. However, the two sides still did not reach an agreement in the two negotiations.

At 3:03 a.m. Beijing time on March 23, 2010, Google's senior vice president and chief legal officer issued a public statement blaming China for the hacking attacks, announcing the suspension of "filtering review" of Google's China search service and the transfer of the search service from Mainland China to Hong Kong.

Subsequently, the Associated Press reported that Google had moved its search services from mainland China to Hong Kong while still retaining other businesses in the Chinese market, such as music and maps, indicating that Google was still having trouble ignoring the fast-growing Chinese Internet market.

In this regard, the person in charge of the Internet Bureau of the official State Council Information Office of the People's Republic of China spoke about Google's statement in the early morning of March 23.

The person in charge pointed out that foreign companies operating in China must comply with Chinese law. It is completely wrong in China for Google to renege on the written promise it made when entering the Chinese market to stop filtering its search services and to insinuate and accuse China of hacking attacks. We firmly oppose the politicization of commercial issues, and express our dissatisfaction and indignation at the unreasonable accusations and practices of Google.

The person in charge pointed out that the Chinese government encourages the development and popularization of the Internet and promotes the opening of the Internet to the outside world. Communication and speech on the Internet in China are very active, e-commerce and other rapid development. The fact proves that the investment environment and development environment of the Internet in China is good. At the same time, the Chinese government also welcomes foreign enterprises to participate in China's Internet development, and provides good services for foreign businessmen to operate and develop in China. [56]

Analysis of Google's "failure" in the China market

Looking back at the year 2010 when the incident occurred, the coverage and reaction of the overseas mainstream traditional media to the incident compared to that

of China, basically adopted and agreed with Google's position and rhetoric in a lopsided manner. That is, in the broader context, Google could not continue to tolerate the Chinese government's usual censorship of the media, and because the "Google" China web server was subjected to "a highly sophisticated attack on Google's intellectual property data" in mid-December 2009. In mid-December 2009, Google's Chinese web server was subjected to "a highly sophisticated cyber-attack against Google's intellectual property data. During Google's subsequent internal investigation and recovery process, Google further discovered that individual email data and personal information involving some personal privacy in its own mail system were repeatedly attacked and stolen by hackers in a purposeful and organized manner. Based on the scale, means, technical level, and target data of these cyber-attacks, Google believes that this is an act of the Chinese government. Therefore, Google announced its complete withdrawal from the China market.

From the perspective of pure business operation, it is reasonable and even fully in line with business interests and logic for Google to stop its separate Chinese "Google" server and operation organization (www.google.cn) in China. In the four years since its high-profile entry into the China market, Chinese "Google" has gained a firm foothold, but it is out of proportion to the company's high investment and falls far short of its original profit expectations. Compared to other countries with a market share of over 90%, Google's search volume in China is less than one-third, lagging far behind the local Chinese search engine Baidu. The \$200 million in annual revenue now accounts for less than one percent of the global total of \$24 billion. Although the prospect of China's online market is huge, there is no guarantee that Google's revenue will grow more than it should in the face of fierce competition from China's local search service providers. To a large extent, the Chinese search arm of Google is becoming a useless investment and operation. The development of "Google" in China has reached a bottleneck. Considering that the international brands like Yahoo and E-BAY that entered the Chinese Internet market before, eventually had to transfer their business to domestic competitors due to the unconvincing environment, from the economic market perspective, this is also the inevitable survival of the fittest in the business market. [55]

From the perspective of business operation philosophy, the Google incident in 2010 revealed a major strategic focus adjustment within the company. Prior to 2006, Google's senior management had been hesitant to enter the China market due to the resistance of BRIN, one of the founders; finally, BRIN made a conditional concession and agreed to accept China's Internet information control regulations on the recommendation of CEO Schmidt. However, BRIN has been quite vocal about the way "Google" operates in China and the control of information. After Obama's administration, especially after the global financial crisis, the power of China and the U.S. has been growing, coupled with China's online content clean-up efforts since

2009, which indirectly contributed to the consolidation of conservative forces among Google's shareholders. Therefore, at the shareholders' meeting in 2009, they directly proposed a motion to completely withdraw from China.

From the perspective of tactical communication strategy, Google enjoys a very high and positive corporate public image and social responsibility reputation in the mainstream public opinion in the United States and in the impression of users worldwide. For several years in a row, Google has been ranked as the top of the "World's Most Admired Companies" by Forbes magazine, and is considered to be a model for future companies to respect. Google's long-term strong "soft power" resource reserve, coupled with the "heroic" role of a company's actual actions to counteract government regulations in this incident, has basically given Google the power to hold the words about this withdrawal from Google basically has the right to make the decision, moral definition, and issue setting about the China case. Therefore, most of the overseas media compared to China have voluntarily and conventionally accepted and reinforced this narrative logic of company versus government and weak versus powerful. Therefore, Google, in its communication with the Chinese government, has made concessions despite the concessions made by the Chinese government, for example, through an official statement that "foreign enterprises are welcome to participate in China's Internet development and provide good services for foreign businessmen to operate and develop in China." This is the next step in cooperation with the other side. Google has also expressed its desire to continue to operate in the Chinese market through the mouths of its employees. However, due to the role of the company itself, Google was in a dilemma. If Google had not said "dead" at the early stage of communication and negotiation, but had maintained the business operation mode of communication and negotiation with the Chinese government, it might not have been in the situation of withdrawing from the China market directly. This also shows that when companies face different institutional models, if they want to maintain a cooperative relationship, they need to abide by the common rules in the cooperative space, only then can the game go on; and then the communication strategy should not be too full of words as much as possible, otherwise there is no room for maneuvering.

Then let's see how the Chinese government can better handle this Google withdrawal.

From the Chinese government's perspective, it has made its position clear to a certain extent through the speeches of the spokesman of the Ministry of Foreign Affairs; however, on the whole, the rhetoric is rather vague and vague, and it is basically on the defensive, giving people the impression that it is in the wrong and unwilling to investigate deeply. According to the analysis of the situation from the occurrence to the end of the incident, in fact, in the absence of any credible and detailed evidence provided by Google, the public notice of a corporate lawyer alone

basically concludes the case and accuses the other side of cooperation of allegedly stealing its core trade secrets. At this point, the other side will be at a disadvantage in the negotiation, and if the Chinese government, which is the dominant party in the negotiation, can take the question head-on and give the answer to the other side, such as "its side will investigate the hacking incident thoroughly." Perhaps both sides will continue to cooperate in the common space of cooperation, rather than in this incident on the parting. Because Google's withdrawal from the Chinese market and the closure of the Chinese search engine "Google", in essence, has caused some losses to Chinese Internet users.

Overall, Google's withdrawal from the China market in 2010 was detrimental to Google's profitability, because the loss of this "big cake" was not only due to the above-mentioned reasons of the company's business model and communication strategy, but also due to the failure to achieve market specificity. When Google proposed to withdraw from China, the fundamental reason why the Chinese government was not worried was that the search service provided by Google was not irreplaceable; because the service of "Baidu", a local Chinese Internet search provider, had been following the rules of the game in the Chinese market, thus, "Baidu The market share of "Baidu" exceeded that of "Google" by nearly three times at that time. From the reaction of the stock market, investors also thought that the empty space of "Google" would be quickly taken by other competitors and its profit would be immediately divided by other search providers. Therefore, in order to integrate into the market and enter into a common cooperation space, the cultivation of the market and the uniqueness of the product, innovation is still not to be ignored.

2.3.3 Personal Cross-Disciplinary Business Negotiation Skills

Media practitioners need a variety of communication tools to maintain business negotiations, and they also need to obtain exclusive or information exchange through networking and special communication channels to accomplish their work, and this is a snapshot of contemporary media practitioners. Often when discussing media practitioners, one has to mention their excellent communication skills and excellent interpersonal skills, which have always been a source of important information and a resource for journalists. Most of the time, media practitioners use their professional skills and career to interact with multiple parties through communication skills in order to build relationships with them, and the depth of these relationships often affects the success or failure of obtaining exclusive information or business negotiations. In this section, we will focus on the importance of building relationships. This is because networking is a general term for the various relationships one has in the public or private sphere, some of which may immediately lead to a high-value exchange of information or even to a successful business event. Therefore, networking can also be understood as the establishment of a good network

of mutually beneficial relationships with people or groups who have strengths that you lack and can help you in the future.

The interaction between people has always been a topic of concern for social capital, and many scholars have used the concept of social capital to talk about the management and sharing of information or knowledge. Social capital can be regarded as a new kind of capital, and the new capital is precisely the economic concept that scholars use to interpret interpersonal relationships, treating society as an asset that can be managed, accumulated, and distributed. [23, p.86-91.]

Case 1: At the beginning of the day, a media practitioner hastily opens various communication software on her cell phone, rushing to connect, opening Facebook, WhatsApp, WeChat, and email at once, and checking her missed calls or the pending list on her calendar at another time. She is so busy and confused that she is taken by communication tools to all kinds of information exchange fields, conducting work negotiation and business networking activities again and again.

Case 2: A television reporter made several exclusive reports about the unofficial trip of the chairman of a large corporation, which directly affected the fall of the corporation's stock market. This led to a discussion about the relationship between the businessman and the media reporter and the means or methods through which the reporter obtained the exclusive news.

Behavior Analysis.

From the above cases, it is clear that the media practitioners are in a network community that requires a mix of different types of social capital in order to function well. In the exchange relationship, the Chinese are able to distinguish between the exchange of favors and the exchange of tools, and there are differences between the two.

First, the exchange of favors is based on a long term rule of human kindness, while the general exchange relationship is often more transient.

Secondly, the exchange of favors often occurs when people or groups of people with common acquaintances are embedded in a common social network, allowing both parties to turn each other's acquaintances into their own acquaintances, forming a common social network.

Thirdly, the exchange of tools is often universal and impersonal; on the contrary, the exchange of favors emphasizes specificity and individuality, trying to do what is not required by social norms, and to "save face" in some occasions.

Finally, regarding the part of the exchange of favors that is often referred to in the Chinese world, the "exchange of favors" cannot be explicitly stated and does not require an immediate return, because it must be expressed as an emotional act, and although the favor must be returned, the giver cannot say so, and the recipient should preferably not forget it, but always say it with his mouth to show that he remembers it. [14, p.289-318.]

On the one hand, journalists have the advantage of their profession or occupation to provide information to serve as resources, and on the other hand, journalists must also socialize with multiple channels to obtain reporting materials and insider information. However, in this process, "finding relationships" is a very important thing in interpersonal relationships, and journalists sometimes make use of their work to communicate with different companies, organizations and individuals for social and business purposes. This includes different situations such as emotional relationship, instrumental relationship and hybrid relationship. In the current era of integration of the Internet and traditional media, media practitioners must quickly make trade-offs between relationships and information in the face of various communication tools, which adds to the trust and risk considerations of social capital. Therefore, on the other hand, we can also observe how media practitioners negotiate a trade of information with various relationships through the operation of social capital. First-hand information is a commodity that everyone wants, but sometimes when they have key information in their hands, they do not sell it but hold it tightly in their hands, and even prefer to share it with fellow travelers rather than to be the first to grab it. From the perspective of social capital, information actually does not exist in a vacuum, it will interact with people to produce risk assessment, such as the possibility of revealing good friends' information to the news media but losing the trust relationship, from the perspective of the social capital of a media practitioner, information is one aspect, while the establishment and maintenance of relationships is another aspect, requiring practitioners to use a broader network to build. From this, we can see that media practitioners can use social network analysis to approach the intricate relationship between various aspects of their social capital.

Methodological Analysis.

Bolter & Grusin (1999) have argued that the progress of communication technology is constantly moving towards remediation, which has two directions: one is that the media is committed to a logic of transparency and immediacy, trying to erase the mediated limitations brought by the media itself; the other is the development towards a multimedia landscape of hypermedia, which is to immerse oneself in the sensory experiences brought by hypermedia. Bolter & Grusin (1999) point out that the development of contemporary media has followed the logic of re-mediatization, which has also influenced two attitudes towards self-perception: one is the pursuit of denying the real immediacy of mediation; the other is the pursuit of immediacy through the recognition of reproduction media, and this phenomenon can be called the This phenomenon can be referred to as the remediated self, and the remediated self, influenced by contemporary Internet media technology, has also developed towards the virtual self and the networked self, expanding the dimensions of the concept of self. [3, p.168-171.]

According to the logic of these two different developments, networking is actually just a way of accumulating capital in society, but with the development of media tools, the way of managing networking is also to fight in two different directions, one is to strengthen and immerse the real, friendship relationship through tools; the other is to recognize the chaotic virtual relationship brought by the reproductive media network, i.e., media tools will be used in the management of networking according to these two different The logic is then mediated and used in the planning of interpersonal relationships. In this process, people always perform and express their multi-faceted selves through the media, especially in the Internet world, which has the characteristics of mixed virtual and real media and strong interaction, it is more likely to have a variety of selves. Further, Internet technology has brought about many unexpected consequences, one of which is a "friction-averse life". This concept has become a virtue - not only can economic and business transactions be smoother, but if more and more of our social life can be done through the screen, then social life can be smoother as well. But while some media practitioners may wish to leap through the friction of life and into the flow of information, free from unnecessary communication and conversation, this is really just an idealized world. In fact, face-to-face verbal communication will let each other know that when the conversation is tied up and we don't know what to say, although it is uncomfortable, it is the most honest moment to meet each other. It can also be simply understood that on the Internet, people can behave more like their ideal selves, rather than their real selves with "small flaws". [24, p.129-138.]

This also reflects that the media affects interpersonal interactions, i.e., interpersonal relationships are reflected by the media and are influenced by the material characteristics of the media used. Therefore, when practitioners are in a new Internet environment or in a different structured context, media practitioners will bring a deeper theoretical perspective on how to operate social capital to accumulate contacts.

2.4 COVID-19 post pandemic era, strategies and analysis of interpersonal communication

Coronavirus Disease (COVID-19), also known as novel coronavirus or simply New Coronavirus Pneumonia [51], was first identified in Wuhan, Hubei Province, China, around December 2019, and then rapidly spread to many countries worldwide in early 2020, gradually becoming a global pandemic. Described by international organizations and the media as the most severe global crisis since World War II and the most serious public health event in history [50], it affected interpersonal and international interactions and tested the world's communication wisdom on how to respond.

Initially, when confronted with human relationships in the aftermath of the outbreak, one cannot help but wonder what the virus has taken away from society.

Looking back at the end of 2019 and the first half of 2020, interpersonal relationships after the outbreak have become more tense than before the epidemic. In mainland China, the epidemic has closed cities and borders, and people have been knocked back to their "original form". For a while, people in the contemporary technological age were busy just "living". Suddenly, the national government's macroscopic call to stop social interactions and regulate social distance was intended to remind you to protect yourself and respect others, not knowing that social distance makes everyone uncontrollable to test and guess others. With less tolerance, patience and modesty, it is as if we have degenerated to a primitive society. The epidemic has given mankind a new overturning and understanding of evolutionary history, because it has widened the distance between the visible and invisible, and destroyed the beauty, goodness, and purity of man.

2.4.1 Interpersonal communication problems in daily social life in the post pandemic era

From the perspective of global development, the covid-19 epidemic is spreading rapidly around the world, and the earth is almost borderless due to the spread of the virus. Most people are wearing masks to keep social distance and to keep people from communicating with each other. Looking back at the period of less than two years since the beginning of 2020, countries have changed their attitudes and habits in the post-epidemic era: for example, at the level of human cognition, they have learned to coexist peacefully with the virus; at the level of daily social interaction, they have created a "new distance" between people; in the business economy, new industries have been created - affecting the "house" economy. "In the business economy, the creation of new industries - affecting the industrial economy, the rise of the "nerd economy"; in the socioeconomic level, the growing gap between the rich and the poor; and the obvious changes in the international political system, etc. All these things need to be faced by people with positive communication.

To sum up, the post-epidemic era has caused the following communication and social difficulties

The impact of traditional social means: In order to prevent the spread of the epidemic, the difficulty of interpersonal communication is affected; masks cover non-verbal expressions, and international etiquette such as warm handshakes, hugs and cheek touches are stopped.

Subjective emotional impact of the community: The sudden death of a loved one due to the epidemic makes it difficult to recover from the pain; facing the epidemic inevitably makes people anxious and anxious, and the pain of the sudden death of a loved one due to the epidemic makes it difficult to heal the pain of the

helplessness of the mind in a short period of time, and even to face life in a negative way.

The epidemic has led to unemployment and most countries are on the verge of economic recession. The unemployment rate in major economies has risen sharply, and the spread of the epidemic has led to a wave of unemployment.

The impact of the epidemic on people's emotions and behaviors: Many people's original career plans were disrupted by the epidemic and they felt pessimistic and frustrated, which was reflected in their personal consumption behaviors, interpersonal relationships and hygiene concepts. In terms of traditional jobs, the constraints of location and time will be reduced and there will be a shift to online business or flexible work from home. In terms of education and learning, some countries around the world are affected by the epidemic, and some have announced the suspension of classes, while others will make adjustments depending on the epidemic situation. In terms of personal career planning, some people are affected by the epidemic, including those who are unemployed and have difficulty in returning to work, and those who have difficulty in finding jobs.

2.4.2 Compensation and strategies for communication problems in the post-pandemic era among different organizations and countries

China: Use the new media platform to launch the "doctor online consultation" project

Online medical consultation can reduce the risk of cross-infection when waiting in line to register and see a doctor. At the same time, for the medical system, the overload caused by the abuse of medical resources can prevent patients with serious illnesses who really need it from receiving timely treatment. Online consultation and drug delivery can relieve the pressure on outpatient clinics, avoid unnecessary medical waste, and reduce the chances of human contact between disease carriers and reduce the chance of spread.

In addition, the main benefit is to increase the communication and electronic companionship between people and healthcare providers. This kind of communication at all times and in all places can help to ease the anxiety of the public in the event of an epidemic.

Germany: Policy communication from state leaders, medical psychological counseling, and electronic community support

Germany's response to the social panic and social alienation caused by the epidemic has been to use high-intensity scientific data and planned programs to ensure that they can survive the epidemic in a controlled manner as much as possible. German Chancellor Angela Merkel also spoke to the public on television, and such direct top-down communication to the public is a worthy example for leaders of all countries to follow in dealing with the epidemic. In her televised speech, Merkel

emphasized the need to take the epidemic seriously and to communicate in a way that is both warm and rational, without lulling or scaring, and to deliver important messages firmly, not just about the immediate future but also about what people will face in the future. She also emphasized, "...I firmly believe that if all men and women see this as their task, we can do a good job of fighting the epidemic. So let me say: this is a serious matter. And I ask you to take it seriously. Not since the reunification of Germany, no, not since the Second World War, has our nation faced a challenge that requires such common and united action [54].

Such soothing words and direct communication with the people can, to a certain extent, be encouraging. It may have a direct effect on building people's sense of faith.

USA: Neighborhood support to help seniors and vulnerable populations survive the epidemic.

As the epidemic expanded in the United States in the second half of 2020, the U.S. government changed its relatively inactive attitude and began to restrict people's social lives and gatherings. In response to these changes, local businesses and organizations have begun to use the spirit of mutual support and the neighborhood model to offer heartwarming words of encouragement to each other and to help elders and the disadvantaged weather the storm together.

For example, supermarkets are offering "disadvantaged-only" purchasing hours, and bistros are making free dinners for the elderly [66].

In New York, the epicentre of the epidemic in the United States, a website has been started to help match neighbourhood residents. In addition to encouraging each other with words and deepening communication in the online community, people who are unable to go shopping in their neighbourhoods are also identified through the Internet, and meals and supplies are delivered through practical actions (non-verbal communication) to help them build confidence and get out of their predicament.

UK: Local organizations help match the needs of neighbours and keep seniors engaged through virtual platforms and tools.

As more and more seniors in the UK were unable to leave their homes due to the ban between the outbreak and the second mutation, virtual internet communication tools became an important means of connecting with the outside world. Communities and young people are helping seniors use technology to stay connected and interact with each other. People are no longer able to visit their homes under the ban, but those living alone can continue to meet with other friends or families living alone in exclusive support groups [64].

2.4.3 Exploration of individual methodologies to face the epidemic with positive communication

Through the above communication encouragement strategies of different countries, we can know the importance of communication and how it can cross different organizational groups. As Carnegie said, even in difficult situations, as long as there is support, there will be resilience to move forward. Therefore, in the post-epidemic period, we have to face the difficulties and develop positively by: (1) improving self-confidence; (2) learning about harmonious interpersonal relationships; (3) learning good communication skills; and (4) learning to handle stress positively. In other words, if you encounter the virus of the age COVID-19, you need to handle stress and emotions positively with positive communication and build good interpersonal relationships to turn around your career disadvantage.

In the era of epidemic, communication skills should be revised and a smile should be maintained even under the mask [70].

Because facial expressions are an important part of non-verbal communication, they play a key role in interactive communication. However, people may not be able to fully understand the message conveyed by facial expressions because they are wearing masks, so intonation and body language become more important. Although the mask covers most of the face and halves the effect of communication, creativity can make the mask communication convey beautiful meaning, but through positive invisible and tangible communication, it can turn around the low mood. Therefore, we can do the following.

- 1, Enhance the diversity of communication styles. That is, we can make good use of verbal communication and non-verbal communication expressions, and we can also use text language, voice language, body language, or graphic expressions to increase the fun of communication.

- 2, pay attention to the psychological construction of communication: the initiative of expressing communication wishes to the other party, the interactivity of the carefully arranged process and the multiplicity of conversation styles, the humor can resolve emotional depression, and actively listen to the voice beyond the string.

- 3, use sincere communication: arrange suitable occasions for communication, warm atmosphere and pleasant emotions, add nodding, smiling, listening, positive response and taking notes during interaction, so that the other party can feel the sincerity of treating each other with sincerity and express the professional image in a timely manner.

Make good use of your eyes to communicate: Eyes are the window to the soul, especially now in the "universal mask period", it is more important than ever to pay attention to the eyes of the speaker at all times.

Finally, in a time of high unemployment, personal business can be started at any time, such as starting a business. Then knowing how to work with people and communicate is an extremely important step. When communicating with your target customers, pay attention to the topics of interest to others and make them feel

important. This is an indispensable part of business communication. In the post-epidemic era, personal business also requires more companionship, i.e., a sense of coming out of the closet, warm and supportive feelings are necessary, and in times of global adversity, firmly believing that the epidemic is a short-term dilemma, accompanying clients with verbal and non-verbal communication is a new approach for special times.

CHAPTER 3

INTEGRATION OF VERBAL COMMUNICATION PROBLEMS AND COMMUNICATION SKILL MYTHOLOGY

3.1 Phenomena of Verbal Miscommunication in Media Work

3.1.1 Miscommunication

Language communication problems are rife in our everyday interactions, and they occur most frequently in the form of misunderstandings. This phenomenon can be seen simply as sometimes the listener misunderstands the speaker and sometimes vice versa. What is important is that sometimes the participant is aware of the misunderstanding and clarifies it in time, and sometimes it takes some time before they realize that they have misunderstood the other person or that they have been misunderstood; sometimes they are even aware of the misunderstanding but for one reason or another do not clarify or correct it, or worse, they are not aware of the misunderstanding at all, not to mention clarifying or correcting it. This is called "miscommunication" in communication theory. Miscommunication refers to any phenomenon that hinders communication, i.e., where the listener misunderstands the speaker's intentions. [7, p.439-445.]

miscommunication and problematic communication are often used as synonyms for problematic communication. In this context, problematic communication is mainly verbal rather than non-verbal, and body language 'miscommunication' is not included in this context. In the case of cross-cultural miscommunication, since the parties involved in the conversation are mostly from different cultural backgrounds, most of the 'miscommunication' that occurs between them is due to cross-cultural and cross-disciplinary. This is the result of cross-cultural and cross-disciplinary communication. When people are aware of the existence of miscommunication when communicating, and are able to understand the internal skills of communication and the external culture, it is more likely that miscommunication can be avoided.

Classification of miscommunication

Based on observations of everyday communication phenomena, misunderstandings are more likely to occur in the following three situations.

1. misunderstandings arising from improper contextualization
2. misunderstandings arising from the ambiguity of the speaker's expressions.
3. over-understanding of the speaker's expressions.

The misuse of conversational context

Firstly, in Grice's theory of Conversational Implicature, context plays a key role in determining the meaning of a conversation. Context is dynamic, so it is constantly being updated and changed as discourse information is transmitted.

Generally speaking, context acts as a filter to avoid unnecessary ambiguity and helps the parties to a conversation to remove irrelevant information. Secondly, The Publication-Relevance: Communication and Cognition, 1986. of D. Sperber and D. Wilson, argues that a correct understanding of the meaning of a conversation depends on selecting the most relevant from all possible contexts. The first level is the physical context, which refers to events, scenes, places, and specific situations related to the speaker and listener. The second level is the discourse context, which refers mainly to the content of the conversation. The third level is the more abstract social context, which consists of factors such as social customs, the intellectual background of the interlocutor, education and occupation. These three levels of context are not mutually exclusive, but rather overlap and intersect with each other to influence the understanding of the conversation. [45, p.211-214.]

The following is an example of how conversational errors are used in the daily work of TV reporters. For example, due to the problems of the TV production cycle, it is often the case that the interview and the rest of the story are filmed at different times and places. In such cases, if the interviewee is a member of the general public who is unaware of the production, there may be problems with context and abruptness. As a journalist or media practitioner, it is important to communicate with the interviewee before recording or before the interview so that the interviewee is clear about his or her position. In order to ensure that the context of the conversation is correct and that the interviewees are in the situation, and even to ensure the documentary nature of the programmer, it is advisable to follow the interview in the interviewees' living or working environment, so as to ensure that the context of the conversation is correct and the programmer is documentary.

misunderstandings arising from ambiguity in the speaker's expressions

In everyday communication, there is uncertainty about the meaning of every sentence produced by a conversation, and this is a common form of verbal ambiguity. Ambiguity is one of the more typical forms of verbal ambiguity. It refers to a situation where the speaker knows the intention of the words and could have chosen reasonable words to express it in the context, but did not do so, possibly because of his or her limited ability to organize language. It may also be a deliberate attempt to be vague and ambiguous, unwilling to say what is important in order to avoid the issue at hand and thereby satisfy the speaker's immediate needs. In this paper, we focus on the latter. [43, p.54-58.]

The following is an example of how the ambiguity of a speaker's statement can lead to misunderstandings in the daily work of a television journalist. For example, during an interview for a sports event, the journalist interviewed a veteran team member, Zhou, who had returned to the training team to help her team win the championship after almost a year away from the training team. When interviewing her, the reporter asked, "Is it hard to adjust to being back on the training team after a

year?" In response to this question, Zhou thought for a moment and replied with a very poetic line: "My heart has always been in the training team. Many people say that I am back on the training team this time, but in fact, I have never left."

In this example, Zhou actually chose to respond to the reporter's interview in a communicative context, and the semantic meaning of the phrase can be interpreted as "a negative answer to the reporter's question about whether it was difficult to adapt to the environment of returning to the team."

However, the deeper emotional experience of the interviewee seems to be more difficult for the journalist or the audience to understand as a listener. For Zhou, however, the use of this ambiguous phrase expresses his own intentions while avoiding the embarrassment that would be caused if he were to speak too categorically. From Zhou's perspective, it was a good response, but as a media reporter, when a subject gives evasive remarks, it is important to adjust your interviewing strategy and the angle of the questions you ask, while ensuring that the purpose of your interview remains unchanged.

It is important to understand that the use of 'ambiguity in the speaker's formulation' is related to the intention that the speaker is trying to convey, and can be based on reasoning and speculation about the speaker's intention of what he or she wants to say but is not at liberty to reveal. The use of this discursive strategy is based on the uncertainty of the semantic intention to realize the discursive intention that the speaker has in mind, and is therefore strongly dependent on the context of the communication, which needs to be fully integrated by both parties to the conversation. [46, p.77-81.]

Over-interpretation of the speaker's expressions

Over-interpretation means that the listener reads more into a statement than the speaker intended. It is often the case that the listener thinks the speaker means something other than what he or she says, but in reality, the speaker is only saying what he or she means. [1, p.74-81.]

This is often the case in entertainment journalism, where the true intent of the speaker is distorted. Entertainment journalists, known as "paparazzi", tend to gather gossip about celebrities in order to please their readers. The question of how to ensure the accuracy of the words spoken by the speaker to avoid over-reading has become an issue that public figures have to think about from time to time.

The following is an example of an over-interpretation of a speaker's words: Zhang Yishan, a young Chinese actor, said in an interview programmer that he had been ill, and that it was a long illness, so it was possible that he would have to take some time off after the shooting of a new film. During the interview, he also chatted with the host about how he was not very good at interpersonal relationships, so he would not be participating in reality shows anymore, and said that he would just try it

out. These words were broadcast on the show and were immediately misinterpreted by other media as Zhang Yishan suffering from depression.

Afterwards, Zhang Yishan said that the recent media reports about his depression were purely about "being depressed". He also made a note to clarify to the media, "I didn't say that." So, the so-called depression is just the result of the media taking the story out of context. Zhang Yishan also said at a press conference to clarify the incident, "Everyone has a cold and fever sometimes, and I can't die for the time being." But he also forgot that in that interview he said, "I've been sick, and it's a long illness." It was also because of the inconsistency between what he said in this "clarification session" and the previous interview that he was again over-interpreted as "deliberately concealing his illness." But with the passage of time, all speculation has been proven to be fictional. However, it must be admitted that although the media is guilty of misleading public opinion and deliberately over-interpreting the story, the celebrities' failure to articulate their words clearly has resulted in contradictory statements and a lack of concern for the end of the story, allowing the unscrupulous media to take advantage of the situation. In this case, Zhang Yishan's failure to admit what kind of illness he was suffering from has caused a "national storm of sickness speculation" on the internet, although it is justifiable, but it also reveals the truth that in an age of entertainment, how many news and scandals are over-interpreted by the media and the audience? And as a language user, how many listeners would over-interpret a careless act of speech? This is a question that every language user should ponder.

3.1.2 Conflicting Words

In everyday communication, the ideal situation is one in which both parties seem to follow a deliberate and unconscious tendency to 'understand and cooperate' with each other in order to ensure efficient communication and the successful completion of the communicative task. In real-life discourse, however, it is difficult to achieve perfect compliance with the principle of cooperation (Herbert Paul Grice, 1967). The range of language choices is variable, and the process of choice is uncertain and requires constant negotiation. These characteristics of speech acts mean that the communication process is not always smooth. When the speaker and the listener hold opposing viewpoints, there is bound to be a conflict of words, a conflict of words. This is a communicative act in which the disagreement between the speaker's and the listener's positions is expressed through speech. In Herbert Paul Grice's 'Principles of Cooperation', the 'Code of Modes' refers to the need to Avoid obscurity and Ambiguity in communication. If this guideline is not followed, not only will misunderstandings arise, but furthermore, conflicts will result. [42, p.301-305.]

Usually, language conflict involves two essential elements.

1. the meaning of the sentence is perceived by both parties to the conversation.

2. there is an opposition or disagreement of opinion, with some kind of interaction.

These two factors determine the point of origin of the conflict process, because communication is undoubtedly an exchange of ideas. The human mental world involves cognitive and emotional factors, such as the personality, feelings, beliefs, wishes, motivations, etc. of the communicator. These factors therefore have a bearing on the choice of language. In particular, in conflict speech, the speaker and the listener hold opposing attitudes and perceive each other from their own standpoint. This will inevitably lead to poor communication and create conditions for conflict. This is because the choice of language in communication is a dynamic process that responds to the communicative context. It is for this reason that the correct recognition of the conditions created by conflict is a key act in avoiding this miscommunication. The following are three possible conditions for conflict to arise.

1. The objective context in which conflict arises

In many cases, the time and space in which a communicator is present determines the choice and meaning of speech. Time is a relative concept in the use of language, and three types of time indication are included: event time, time of utterance and reference time, and failure to observe any of these can lead to conflict [32, p.4-9.] In the same way that spatial indications contain the space of the interlocutor and the space of reference, the smooth conduct of verbal communication is the response to all elements.

2. Natural contexts in human societies

The philologist Verschueren argues that social contextual factors and language choice are mutually responsive, including not only the social relations of the speaker and the listener, but also any third-party factors involved in the communication. These factors include the gender, age, values, education, social relations, cultural background, etc. of the subject of the communication, and the use and expression of language is determined by these factors. [34, p.143-148.]

3. Reflection of the speaker's psychological context in language use

Human beings are subjective beings, so the cognitive and emotional elements of the human psyche directly influence language choice. On the one hand, the speaker's personality, emotions, wishes, motivations, etc. are consciously or unconsciously involved in the choice of language, and on the other hand, the listener's many psychological factors influence his/her interpretation of the words he/she hears. If the psychological worlds of the communicative subjects are not in tune with each other, conflicts are bound to arise. [40, p.143-146.]

A Case of Conflict of Speech

On the set of an entertainment show, a young reporter interviews the actor, Zhu, about the recent hot love affair scandal with an actress. Reporter: Can you tell us about the recent scandal between you and the actress Guo? Interviewee Zhu: I won't

answer that question, let's skip to the next one. Reporter: Can you tell me why you won't answer? And which question would you like to skip to? Star Zhu: Well...you're still asking about this question! Reporter: It depends on how you interpret it. In the above example, the young reporter and the celebrity's mental world did not correspond, resulting in a conflict of words as the young reporter did not perceive the celebrity's intentions. In some cases, the choice of language can escalate the misunderstanding and lead to greater conflict. Contextual conformity is not only a matter of conformity to the mental world, as in the above example, but also of conformity to the social context. According to the philologist Verschueren, the use of language is a continuous process of linguistic selection, conscious or unconscious, for reasons either internal to the structure of the language or extra-linguistic, including all aspects of linguistic form: phonological, lexical, syntactic, lexical, semantic, etc.'. The conflict generator likes to use questions to confirm, satirize or exaggerate what he has heard, as in the example above where the journalist says "Can you tell me why you don't answer? And which question would you like to jump to? "As the communication continues, both parties have the opportunity to choose a different language structure to resolve the subsequent conflict. However, this requires the mediator to be in a concrete process of adaptation, because it is the dynamic process that makes sense. In order to respond to the different communicative situations in a verbal exchange, the mediator must constantly make verbal choices, which in turn generate new communicative situations that require new responses from both parties. In conflictual speech communication, the interactive process of conversation does not follow a conventional pattern of communication, it is not coherent, it is an interjected pattern of conversation, and the occurrence of conflict makes this pattern more and more pronounced.

3.1.3 Stance bias

In news reporting, different media interpret the same respondent's answers differently because of the media's own position choices and biases, including distortion bias, which is the deliberate distortion or fiction of facts in new reporting, and content bias, which is when one side of an event is given far more attention and coverage than the other in news reporting; decision-making bias, where journalists and editors select and focus on certain events over others because of personal values and institutional norms (Entman, 2007). This is often manifested in the deliberate reporting of the parts of an event that are favorable to them and the passing over of the parts that are not; in the focus on the smallest of events, such as the linguistic gaps or behavioral faults of interviewees, while avoiding the core of the presentation; in the generalization of superficial issues that are irrelevant, and in the fragmentation, mutilation and distortion of facts. This is due to the nature of the media; on the other hand, the nonverbal behavior of journalists in television news conveys the bias of the media's position in an implicit way, which affects people's perception of the

interviewees. For example, in a group interview, the interviewees are exposed to reporters from different organizations at the same time, and when the interviewees answer questions, they can distinguish between the stance of different media organizations and between malice and goodwill by the way the reporters listen to the answers and the way they look. If no further crisis PR is done by the interviewee at the end of the interview, the result is that the audience's impression of the interviewee is highly consistent with the reporter's non-verbal cues, i.e., the negative perception of the interviewee increases when the reporter's demeanor and tone of voice are clearly malicious, and vice versa. Some journalists, in accordance with the media organizations they work for, have stylized their reporting in ways that are authoritative, vivid, dramatic and stereotypical, all of which create conflict with the interviewee to varying degrees. [17, p.126-167.]

For example, news reporters often take pride in the fact that they appear to be all-knowing to their audience. The authoritative style of television coverage makes it seem as if the media is witnessing the whole story and telling it like it is. In China, for example, many well-known anchors and hosts are typical examples. This seemingly uninformed attitude makes it easy for viewers to believe the news without thinking about the truth behind it, which may have been overlooked.

The following is a classic example: in a news report on unemployment, a middle-income black middle-aged male was interviewed first, and the black interviewee was shown first in the programmer. The combination of this vivid example and stereotypical perceptions may lead to a series of implications, which may lead viewers to believe that unemployment is predominantly black, and that it is also predominantly low to middle income, and that it is caused by the interviewee's own lack of advancement. The journalists' choice of subjects may be deliberate, or simply convenient, storytelling or typical. But this vivid narrative technique undoubtedly implies an invisible media bias.

Stereotyping is another form of media bias that is hidden in the everyday production patterns of news. For reasons of effectiveness, simplicity and accessibility, the media tend to use symbols, metaphors or patterns that convey meaning quickly and concisely. Proven models such as choosing young people to speak to students, selecting well-educated businessmen to speak on behalf of taxpayers, and selecting blacks, native Indians or people with foreign accents to speak to social welfare beneficiaries are all quick and effective templates (Gilens, 1996). [30, p.511-514.]

They are able to convey more information in the same amount of time and are accepted and understood by an audience with the same stereotypical perceptions without any barriers. Media organizations as a medium like to use these templates because they help to translate complex situations and events into a level that is understandable to people. In this way, stereotypes take root unconsciously in the minds of viewers, who in turn look to stereotypical statements to ease the burden of

processing their own information. This, in turn, influences the bias of media organizations.

Miscommunication and conflict are inevitable in speech communication. Miscommunication is a phenomenon that often occurs in the context of conflicting speech acts. The causes are complex and varied, and communicators should be fully aware of the causes of such phenomena, such as the mechanisms of miscommunication, the triggering mechanisms of conflicting speech and the relationship between conflicting speech acts and miscommunication. This is the only way to avoid problematic interactions and to create a good communication environment and harmonious interpersonal relationships. For media practitioners, they need to fully grasp the triggering mechanism of problematic communication in order to gain control of the discourse environment in everyday cross-disciplinary conversations.

Position bias is unavoidable, due to the nature of the media itself. The media's bias affects its audience, which in turn affects the media's bias. If one looks at this phenomenon from the perspective of the profitability of the media organization, one can use the natural properties of stance bias to harvest one's own audience while catering to one's own audience, allowing one to communicate across different organizations with ease.

3.2 Techniques and Methodologies for Communicating Across Domains

3.2.1 The general nature of cross-domain communication

Communication is a mode of thinking and living that acts as a medium and a tool for communication, allowing us to access the values, attitudes, norms and beliefs of different people in different organizations. Therefore, in order to have effective verbal and business conversations between companies, communication is integral, as it not only determines who talks to whom, what is said and how it is said, but also helps people to encode and decode the messages they receive, which may or may not be sent or interpreted as they choose.

According to the MBA Think Tank, cross-domain communication is the process of transferring, exchanging and understanding information, knowledge and emotions between people and things that are shared and accessed across different areas of an organization. There is also internal cross-domain communication within organizations, which includes individual employees understanding different business practices, different cultural beliefs and different communication strategies, and language differences can be categorized as high and low language cultures, non-linguistic differences and power gaps are the main factors affecting cross-domain communication.

In business, cross-domain communication skills involve the need to communicate effectively and interact appropriately with people from different

organizational backgrounds to share information, and to exchange motivation and skills in a positive way. In fact, cross-disciplinary competence is also the ability to communicate effectively and appropriately with people from other fields. In communicating across different organizations, adapting to a new environment or context is an important process. Although human beings have an innate ability to adapt to their environment through communication, adaptation is a complex and dynamic process that involves the adjustment and transformation of one's communication skills. In this regard, an appropriate methodology is particularly important.

3.2.2 General Methodology of Cross-Domain Communication

Approach 1: Training in presentation skills; communicate with people from different fields in a meaningful, logical, interesting and systematic way. Give a brief and concise outline of what you want to say. Speak slowly and in a gentle tone, using language familiar to the other person.

Approach 2: The ability to observe behavioral language.

According to Daniel Goleman, 90 per cent of emotions are not expressed verbally; facial expressions, eyes, body language and body posture all reveal what is going on inside. For example, clasping one's hands over one's chest shows defensiveness and defensiveness; pointing a finger at someone when speaking gives the impression of disrespect; and small gestures such as frowning or cocking one's lips reveal disapproval. Small gestures such as frowning and tilting the mouth can also reveal disapproval. Smile, nod and look into the other person's eyes to show kindness. [6, p.27-31.]

Approach 3: Listening skills.

Listening skills are particularly important when dealing with different areas of knowledge. When talking to someone, it is important to not only concentrate on the conversation, but also to listen patiently to the entire content, so as to grasp the logic of the other person's thinking and, if necessary, to make notes to learn the basics of communication. The higher the position, the more likely it is that the person will have a tendency to take the lead and lose patience, making assumptions and opinions without waiting for the person to finish speaking.

Approach 4: Questioning skills.

Through questioning, you can learn about different areas, understand each other's values, beliefs and needs, and gauge whether a consensus has been reached. When there is a difference in opinion between the two parties, ask questions about different areas to gather more complete information and understand what they are really thinking. Give the other person time to think after the questioning and do not force them to answer.

Approach 5: Ability to answer.

When answering the other person's question, affirm the other person's ideas; when the other person's ideas are different, do not deny or comment on them, and ask the other person to explain them and encourage them to ask questions, so as to enter into a deeper level of communication. When answering, be modest and courteous, but firm in your attitude, and do not give false answers to questions, or give people the impression of hypocrisy.

Approach 6: Persuasion skills.

Persuasion is the most difficult part of cross-border communication. It is important to listen attentively and treat the other party with trust in order to gain goodwill. Start by stating where you think alike and try to get the other person to say "yes". If you have a difference of opinion, politely offer your opinion and say "I'll give you a reference". Persuasion is the most difficult part of cross-border communication. It is important to listen attentively and treat the other party with trust in order to gain goodwill. Start by stating where you think alike and try to get the other person to say "yes". If you have a difference of opinion, politely offer your opinion and say "I'll give you a reference".

3.3 Business Partnerships and Communication Behavior in Different Organizational Models

3.3.1 Definition of a business partnership and its promotion

It is a very open-ended definition and it is generally understood that 'business partnership' can be defined as a partnership between people or between organizations. Below we can get a sense of the definitions given by different scholars.

Cooper (1997) points out that there are two types of inter-organizational partnerships: Bow-Tie and Diamond. "Bow-Tie is a more traditional form of partnership where the buyer and seller meet and interact with each other through the sales and purchasing staff, and all information is passed through these two points, with no direct communication between the main functions of the business. Diamond's format allows for direct communication between the functions of the two organizations, enhancing each other's effectiveness through these cross-functional activities. [4, p.67-89.]

Rigby and Buchanan (1994) suggest that a partnership is a relationship between different companies that share the same goals, invest related resources, and work together to achieve a part of their business and to achieve the goals set by each other. [29, p.14-19.]

Johnston and Lawrence (1998) suggest that a value-added partnership is a group of independent companies working intimately together to manage the flow of products and services along the entire value chain, a relationship between two business entities that exist along a logistics pathway, in which the members share the benefits and difficulties of each other within an agreed time frame. [26, p.94-101.]

Vokurka (1998) Strategic partnerships are strategic partnerships between independent companies that share a common goal and recognize a high degree of mutual dependence to create a competitive advantage in the marketplace that each company could not achieve alone. [35, p.30-36.]

Bleeke and Ellram (1991) state that partnerships are narrowly defined as channel partners including distributors, resellers, value added reseller systems, system integrator and agents. Therefore, partnership management in this context refers to the use of the Internet to effectively manage and deliver value to the partners with whom one has a business relationship. [2, p.127-135.]

Through the above definitions, which can be understood that a partnership is when two parties with a common purpose agree to change their individual ways of doing business in order to maximize their benefits, and to integrate with each other to form a partnership. This sharing mechanism often comes from two or more different industries, contributing different but complementary skills to each other. This is what has been referred to in this article as collaboration in different modes (cross-disciplinary collaboration)

Relationships are formed between different organizational structures - an agreement, so to speak, across time and space, covering information and sharing the benefits and risks of such relationships. Relationships are often an ongoing relationship between these partners, where agreement is often reached on objectives, policies, channels, processes and products to be sold, as well as on profitability models.

Communication between partners and the management of their relationships is therefore not an activity of one department, but requires the participation and cooperation of all parts of the organization. This shows the irreplaceable role that communication between the two sexes plays in this area.

The promotion of business partnerships in general

The recommendation of a partnership can be divided into the following seven steps:

1. Market transactions

In order to obtain resources, companies must trade in the market, but under the price mechanism, transaction costs arise, including the search costs of finding the relevant price, coordination and contracting costs, etc. Market transactions only exist once and the exchange of value is always based on the premise of profit maximization.

2. Iterative trading

Beyond the marketplace, buyers and sellers continue to have a relationship where brand and loyalty play an important role. Trust and credibility are the basis of the relationship, making it more cost effective.

3. Long-term relationships

When both parties are in a long term relationship, price is based on mutual trust and negotiation rather than on market forces, therefore quality, delivery and technical support are more important.

4. Interdependent partnership

Good quality not only makes products sell well, but also reduces costs. If the supplier's quality is good, the product can be done well at one time, and the cost and time spent on re-modelling can be eliminated.

5. Strategic alliances

Strategic alliances are characterized by partners moving towards a long-term goal and help to improve the competitive position of the company.

6. Network relationships

Complex organizations formed by multiple strategic alliances can form a wheel-like organization.

7. Vertical integration

A type of strategic alliance that differs from the creation of a new company. For companies, the relationship building process generally consists of four stages: awareness, exploration, expansion and commitment, each of which has its own key development process. [13, p1-12.]

3.3.2 A virtual model of cross-organizational communication between media organizations and general business companies

Based on Frederick's derivation steps and the synergies between the two parties, it is possible to derive a cross-organizational communication scenario for a partnership between a media organization and a business enterprise. The following is a schematic model of cross-organizational communication between a media organization and a general business enterprise.

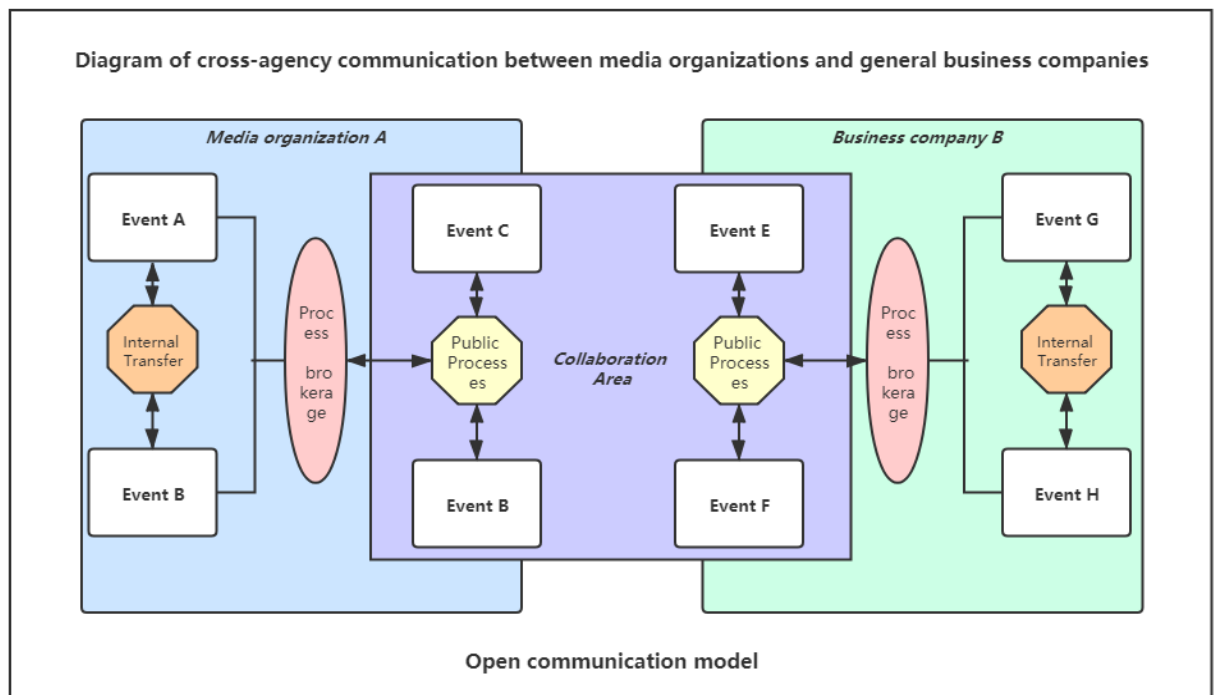


Figure 3.1 - Diagram of Cross-agency Communication Between Media Organizations and General Business Companies

The communication model shown in the diagram above was conceived because it was considered that a sociable media organization could help the business company as a partner in terms of communication concepts and promotional tools. For example, a media company that specializes in product marketing can feed back the details needed to promote a product to a commercial company that provides the product; the commercial company can provide the media company with media products (e.g. TV programmer, offline products for news programmer) and the company can decide for itself which events related to the process are to be shared within the common process and which are restricted to internal events and are not open to the public. There is a growing trend towards inter-company communication and integration, and companies are not only considering the mode of integration, but are also looking to gradually achieve peer-to-peer integration. It means that the integration between companies is automated and can cover the relevant processes between the two companies. To achieve this, the company/organization must first integrate internally and then integrate with external companies. However, there are many challenges to building a truly open integration. Operating systems, programming languages, communication standards, data structures, object modules, or process modules may differ from one company to another. This is why true inter-enterprise integration requires significant resources and the best possible communication to achieve the desired

results.

The advantages of an open communication model.

For media companies, news and information is a product of their own industry. For media companies, this means that they must be integrated into the globalized marketplace; for business enterprises in general, if they want to make a profit in the commercial marketplace, competing in the globalized marketplace is the only way to break through. With global competition, changing market demands and the influence of technological development, various new business models are gradually taking shape, and contemporary scholars refer to this open collaborative space as a different kind of business entity from the traditional enterprises of the past. It can be referred to as a virtual enterprise, and it can even be assumed that this new business model, if properly implemented, can create more flexible, more professional and more competitive enterprises. In order to fully exploit the advantages mentioned above, this new business model requires, in particular, very close business-to-business communication and integration, so that organizations, companies and trading partners have a high degree of cooperation and share common corporate goals in order to respond quickly to the market. This open and cooperative mode of communication will also become the mode of operation of the enterprise as communication deepens. When this harmonious communication mode matures, it will enhance the original work pattern of the enterprise in six ways:

1. Enhancement of innovation: As each individual cannot use the same thinking mode to solve various problems, but has to contribute to the collective wisdom through cooperation with others to break through individual ways of thinking, at this time, cooperation is through these communications out of different perspectives to deal with problems and enhance organizational creativity.

2. Knowledge management: Through good communication and cooperation, organizations can demonstrate their hidden knowledge processes, so that they can share with each other or with other organizations the hidden knowledge gained from the success of their respective businesses, and thus enhance their competitiveness.

3. Trust building: True communication is not just about information exchange, as good communication and collaboration allows individuals and companies to build trust through knowledge and understanding, resulting in stronger, more genuine and productive relationships, and creating an innovative environment.

4. Synchronization of projects: The establishment of synchronization of projects can be achieved through daily communication, allowing companies to fully integrate the resources, manpower and operational processes of all parts of the business, thereby reducing the chance and cost of errors in business operations

and improving the efficiency and quality of production.

5. Timely response time: Collaboration can improve the speed and agility of the enterprise, as employees will be able to coordinate the solution process under a common goal, and save the time consumed by mistakes.

6. Maintaining motivation: Good communication and cooperation replaces command and control, or rigid top-down hierarchy, and in a collaborative and free environment, employees will refer to each other's ideas.

Possible difficulties and solutions for open communication

It is envisaged that when an open communication model is implemented between two organizations, then it will change the previously closed internal systems of the company and this adjustment will not be unilateral. It is equally important that the operational systems and information are synchronized between all companies and organizations in an open communication model. Therefore, when this open and collaborative communication model becomes the mode of operation of the enterprise, the enterprise under the model may face the following problems: initial abnormalities, security, high degree of change, and education of upper and lower levels of departments.

1. Initial abnormalities.

Good communication will bring a lot of competitiveness to the company, but will not reduce too many of the old and new problems that previously existed within the company, as the new model and the old mechanism are not fully compatible with each other. As a result, new models and old mechanisms can co-exist within the company. If you want to solve this dilemma, then you need to first communicate and adjust the internal communication between the organisation and the company, and then think about how to integrate them according to the differences in their own processes, how to communicate the differences to the other company and what communication modes and techniques to choose.

2. Security.

How to ensure the confidentiality of your company's information in an open communication mode, to ensure the integrity of the relevant documents during the transaction, as well as aspects that are not easily mentioned during the communication are all issues that must be taken into account.

3. High degree of change.

As the external environment is constantly changing, companies not only have to adjust their own business model, but also sometimes have to adapt to their partners, which creates the problem of adapting to the new environment.

Education of the upper and lower departments: When an open communication model is established, the upper and lower departments have to learn new ways of communication and new processes, so employees have to be taught new ways.

According to a survey conducted by Deloitte Research, more than 50% of companies believe that the solutions available in the market are too complex and do not provide a clear and precise way to help companies to cooperate with other companies in a "close and seamless" way. In addition, the internal processes are often fragmented, which makes in-depth cooperation fail.

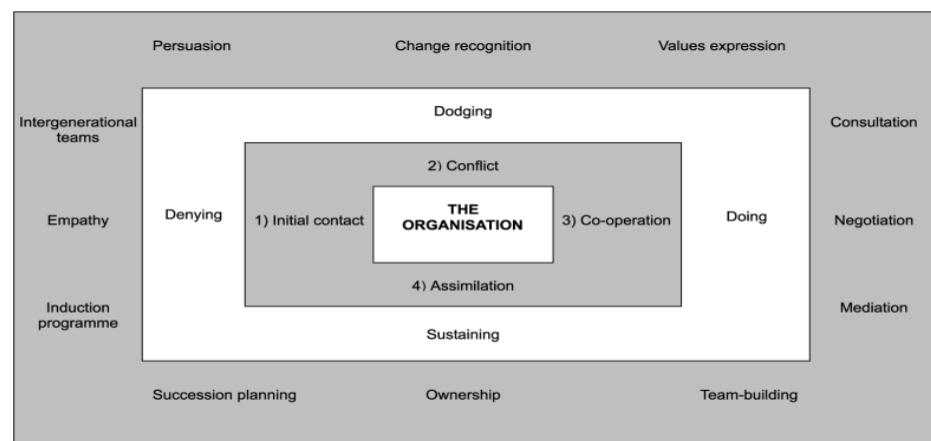
The essence of the above problems is due to the lack of communication or the failure to start a good communication. Therefore, it is important to establish good communication between enterprises and to improve one's communication skills as a first choice.

3.4 Communication Behavior and Remediation

Communication behavior is an important factor in the success of a partnership. It includes the quality of communication, the sharing of information and participation; communication must be correct and able to transcend time and space, information must be credible, and it requires the involvement of both the company and the organization itself, as well as individual employees, in the development of plans and even in the setting of goals.

When problems occur, remedies for companies and organizations in the open collaboration model

If you want to solve or avoid a problem, you must first understand it properly. In a collaborative relationship, when problems are communicated, conflicts between companies are usually caused by two or more members, groups or organizations that perceive incompatible differences between them, resulting in disagreements or confrontations. For organizations, organizational conflict can exist between people, between units, between people and units and, of course, between the organization and the external environment, so when problems arise between partners, there needs to be a problem-solving solution to resolve the dispute between partners. This can be addressed and remedied by drawing on “Towards a Model of Human Resource Solutions for Achieving Inter-generational Interaction in Organizations.”.[68]



Source: Adapted from theories of Park (1950) and Kübler-Ross (1969)

Figure 3.2 - Towards a Model of Human Resource Solutions for Achieving Intergenerational Interaction in Organizations

CONCLUSIONS

(1). The impact of communication in a different organizational model and open competitive environment

Due to the rise of the Internet and the arrival of the post-epidemic era, the contradiction between global competition and isolation is becoming more and more intense. This paper focuses on how companies and individuals in different organizational models can improve their social dilemmas through communication skills to gain "bargaining chips", i.e., social discourse.

The findings of this study are described as follows:

1) Business partner communication is an influence on cooperation and coordination when it crosses different organizations.

When communication takes place in an open collaborative space with members from different organizations, the performance of partner communication in the open space has a significant impact on collaborative coordination, as the quality of communication with each other and the ability to present credible, complete, and correct information in a timely manner helps companies to make better decisions about their operational activities and reduce the occurrence of errors, e.g., general production companies and media organizations. When cooperating with media organizations, the general production enterprise provides timely information about its product development to the cooperating media organization, so that the cooperating media organization can promote the product in time and conduct user surveys simultaneously, which shortens the profit time of the product under the cooperation mode. This is like a good information sharing between business enterprises and media agencies, sharing information about products, advertising feedback, market research, etc., to strengthen mutual cooperation, different expertise and knowledge of products and markets, through the participation of multiple parties to develop new processes, new products, media agencies publicity and communication and then quickly introduced into the market, to seize the first opportunity to enter the market.

2) The impact of open communication mode on the performance of business enterprises.

In the open communication and cooperation space, the performance of the participating members has a significant impact on performance. As the competition faced by enterprises becomes more intense, many enterprises must focus on their core competitiveness, so they often outsource non-core parts, which also leads to higher costs. If through good cross-disciplinary communication, companies can find and work with the right partners, it will help to reduce operational risk and respond quickly to the market. The performance of companies and organizations in different modes of interaction has a positive relationship to each other's satisfaction. If business partners can invest in each other's proprietary assets and equipment, invest

money and time to communicate and integrate, or actively respond to each other's needs, it will help increase mutual satisfaction.

3) The impact of communication and coordination on performance

Communication behaviors and partner coordination can have a significant impact on performance by combining good communication behaviors and competencies to improve each other's performance.

(2). Communication Strategies for Individuals Across Organizations

In business interpersonal relationships across different organizations, good coordination and communication are needed to handle business interpersonal relationships well, which is also a prerequisite for good business organization work. Through the above elaboration, the following summarizes the methodology that works well for individuals.

1) Build trust: The other party will see the sincerity from our own communication methods, and the other party will also see the payment from our own communication content, sincere payment will be exchanged for the other party's trust. Trust is exchanged from heart to heart, and trust follows the law of exchange; if you are not sincere, you will not get back the trust of others. We have to work hard on the design of the communication method and content selection. Everywhere we put our heart into enhancing the good experience of the other party. The scene selection fully combines the characteristics of their own familiar field, using the power of professional open the other side of the protective psychology.

2) Shape the logic: We cannot convince others; we can only convince ourselves. Provide the corresponding information, combined with reasonable logic, the other party will deduce the conclusion. When the conclusion is derived from the other party's own deduction with communication, the other party will believe it. If a rigid conclusion is forced on the other party, the other party will be confused because they do not understand the logic. We can explain the logical process clearly, so that the other party can understand and follow the reasoning again, in order to identify the opportunity to benefit.

3) Create value: This is the ultimate purpose of communication, which can be the exchange of value or the creation of new value. It is important to clearly explain the value available to the target of communication and the process of obtaining value, and to gather possible resources to make the value feasible so that the other party will have the desire to act out of self-interest.

These three elements interact with each other and are designed as a whole to move forward together. Along these three dimensions, we deconstruct a scene, design a scene, gain insight into the motivation of the other party, and design the interface of interaction.

Finally, in the field of media, communication can be understood concretely as the adoption of stories, pictures, videos, figures, models and other sexy carriers; the

use of logical analysis, the adoption of graphics, formulas, abbreviations and other connotative ways to express their views and maintain a cooperative relationship between the two parties.

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