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LUONG ĐÔNG SON

**PRODUCTION MANAGEMENT
AND CONTENT CREATION
FOR MULTI-PLATFORM TELEVISION**

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**Supervisors: 1. PGS,TS. Dinh Thi Thuy Hang
2. TS. Vu Tuan Anh**

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INTRODUCTION

1. Rationale for the study

In the digital era, journalism in general, and television in particular, are undergoing a significant transformation, with comprehensive changes in the ways content is produced, distributed, and accessed. Online platforms, social media, and mobile applications have profoundly impacted the television industry, forcing media agencies and television stations to adapt to a multi-platform media environment.

This transformation stems from the rapid development of the internet and digital technology since the late 1990s, opening up new distribution channels and altering the public's approach to accessing information. With the advent of Web 2.0 and now Web 3.0, characterized by user-generated content and the explosion of social media, traditional television stations have gradually lost control over content distribution. Additionally, the emergence of smartphones and tablets has enabled access to television content anywhere, anytime, making content consumption more personalized. At the same time, streaming services like Netflix and Amazon Prime have met the diverse needs of audiences, significantly reducing viewership of traditional television.

This shift reflects not only technological advancements but also changes in how audiences interact with journalistic content, moving from passive to active engagement, and from one-way to multi-dimensional communication.

According to Statista, around 60.5 million people in Vietnam watched TV in 2021, accounting for 65.8% of the population. However, this figure is expected to gradually decrease due to the growth of streaming services. In 2022, approximately 46.5 million Vietnamese used streaming services, equivalent to 51% of the population, and this number is projected to rise to 58.5 million by 2025, or 64% of the population. This mirrors a global trend where the number of streaming subscribers is expected to exceed 1.5 billion households by 2025.

Audience content consumption behavior, particularly among young people, is also changing significantly. They prioritize customizable content and mobility in accessing media. In 2022, only 39% of young people aged 10 to 20 watched TV for at least one hour a day, a 20% drop from 2021. Conversely, their online video viewing time increased to 3.2 hours per day. These changes have driven leading television stations worldwide to invest in multi-platform strategies, such as NBCUniversal's goal of making its content

accessible on all devices, and the BBC's 360-commissioning model, which integrates online, mobile, and broadcast platforms.

In Vietnam, the television industry is facing challenges from the proliferation of internet-based television services (OTT TV) and other digital platforms. This creates an urgent need for television stations, especially VTV, to transition and restructure production organization and content creation to adapt to the new media environment. VTV, as the national broadcaster, holds a wealth of archived content and has built a brand associated with cultural and social values. However, increasing competition from rivals like Viettel, VNPT, and international OTT services, along with changing audience behavior, especially among the younger generation, poses new challenges.

One major challenge for VTV is the lack of a clear strategy and a dedicated digital media department. Despite initial steps, such as the successful development of the VTVGo app and the VTV News digital platform, and the digitization of tens of thousands of hours of content, VTV's revenue has continued to decline annually.

In light of these challenges and opportunities, research on the "*Production Management and Content Creation for Multi-platform Television*" in Vietnam, and at VTV in particular, has become essential. This dissertation will systematize and expand on theories regarding the organization of multi-platform television production and content creation. Additionally, the dissertation will examine and assess the current state of multi-platform television production and content creation in Vietnam, from which it will propose directions and solutions for optimizing and enhancing the quality of multi-platform television production and content creation in Vietnam in the future.

This research is not only significant for VTV but also provides valuable contributions to the television sector in Vietnam by offering new models and methodologies for organizing production and content creation in a multi-platform environment. Moreover, the research results could serve as a useful reference for other television stations, media regulatory agencies, and educational and research institutions.

2. Research Objectives and Tasks

2.1. Objectives

The research aims to explore theoretical and practical issues related to the organization of multi-platform television production and content creation, thereby proposing directions and solutions to optimize the organization of

multi-platform television content production at Vietnam Television (VTV) in particular, and other television stations in Vietnam in general.

2.2. Tasks

To achieve the research objectives, the dissertation will undertake the following specific tasks:

First, to provide an overview of related research works, thereby identifying the achieved results, inheriting the values of these studies, and pointing out issues that need further research.

Second, to analyze and clarify the theoretical issues concerning the organization of multi-platform television production and content creation.

Third, to analyze the current situation and outline the challenges facing the organization and content creation in multi-platform television under the current context at Vietnam Television.

Fourth, to propose and scientifically justify directions and solutions to optimize the organization of multi-platform television content production and creation in the current period.

3. Research Subjects and Scope

3.1. Research Subjects

The subject of this dissertation is the organization of multi-platform television production and content creation at Vietnam Television (VTV) in adapting to the increasingly advanced multi-platform digital media environment.

3.2. Research Scope

3.2.1. Content and Spatial Scope

The research focuses on the process of organizing multi-platform television production and content creation at Vietnam Television, emphasizing the steps and stages of the multi-platform content production and creation process.

3.2.2. Temporal Scope

The research period is from 2020 to 2024, as this marks a significant transition period for VTV in applying digital technology and developing diverse television platforms. The proposed solutions in this research are applicable until 2030.

4. Research Questions and Hypotheses

4.1. Research Questions

Question 1: What constitutes the organization of multi-platform television production and content creation?

(1.1. How are the concepts of television, multi-platform, multi-platform television, and multi-platform television production organization defined and

distinguished? 1.2. What are the fundamental roles, characteristics, and principles governing production organization and content creation in a multi-platform television environment? 1.3. What are the requirements for organizational models, human resources, technical infrastructure, and financial planning in the multi-platform television production process? 1.4. In the process of multi-platform television content creation, how are production, transformation, distribution, and audience interaction activities implemented?)

Question 2: What are the challenges and opportunities in creating television content on multiple platforms at Vietnam Television (VTV) today?

(2.1. How does the current traditional organizational model at VTV impact the capacity for multi-platform content production and creation? 2.2. What difficulties does Vietnam Television face regarding organizational structure and human resources in multi-platform content production? 2.3. How do current technological and technical limitations affect the quality of VTV's multi-platform television content production?)

Question 3: What solutions could enhance the quality and efficiency of multi-platform television production and content creation in Vietnam amidst increasing international integration and competition?

(3.1. What are the main development trends of multi-platform television in the world and in Vietnam in the coming years? 3.2. What necessary directions for content development research, digital infrastructure, and legal framework are needed to optimize multi-platform television production and content creation? 3.3. What solutions should media organizations adopt in terms of organizational structure, technical infrastructure, human resources, and developmental partnerships to improve multi-platform content production efficiency? 3.4. What solutions are needed for journalists to enhance their multi-platform television content creation skills in the digital era?)

4.2. Research Hypotheses

Hypothesis 1:

The organization of multi-platform television production and content creation is the process of planning, coordinating, and managing production activities for distribution across various platforms. This process plays an important role in meeting the diverse information needs of the public, increasing economic efficiency, and building user communities, characterized by immediacy, rapid information dissemination, diverse content, and high interactivity. The production and content creation process requires a synchronous combination of elements such as organizational

models, multi-skilled human resources, modern infrastructure, and effective financial planning, alongside executing a series of activities from production, transformation, and distribution to audience interaction to optimize content for each specific platform.

Hypothesis 2:

The current challenges in multi-platform television content creation at VTV include a traditional organizational structure with complex approval processes, insufficiently skilled personnel in journalism and technology, and outdated, inconsistent technical equipment. However, VTV also has significant opportunities with an established multi-platform media system and a substantial user base. If VTV can capitalize on these opportunities, streamline the organizational model, invest in multi-skilled workforce development, and modernize its technology systems, it could improve the effectiveness of multi-platform television content creation and better meet audience needs in the digital age.

Hypothesis 3:

Enhancing the quality and efficiency of multi-platform television production and content creation in Vietnam requires implementing a variety of solutions based on domestic and international industry trends. These solutions include refining directions for creative content development, upgrading digital infrastructure, and improving the legal framework. Simultaneously, media organizations need to focus on streamlined organizational structures, modernizing technical infrastructure, developing high-quality human resources, and strengthening partnerships with technology partners. In parallel, journalists need to continuously improve their technology skills, create high-quality content, and increase engagement with the public. This combination will help enhance the competitiveness of Vietnamese television in the context of international integration.

5. Theoretical Basis and Research Methodology

5.1. Theoretical Basis

The dissertation is based on the perspectives of Marxism-Leninism, Ho Chi Minh's thought, the Party's viewpoints, and the policies and laws of the State on the development of journalism, television, and multi-platform television, as well as the organization of production and content creation for multi-platform television.

The dissertation approaches its objectives and research content based on journalism theories regarding the characteristics, roles, and principles of production organization for television and multi-platform television. Theories on production organization, multi-platform television, and

production organization for multi-platform television are emphasized. Three foundational theoretical frameworks employed in the dissertation include: television journalism theory, production organization theory, and production organization theory for multi-platform television.

5.2. Research Methodology

5.2. Research Methods

In the course of this research, the dissertation employs the following primary research methods:

5.2.1. Qualitative Research Methods

To ensure comprehensiveness and depth, the dissertation utilizes qualitative research with two main techniques: in-depth interviews and participant observation. Combining these techniques allows for multi-dimensional data collection, offering both detailed insights from insiders' perspectives and a realistic view of multi-platform content production activities at VTV.

5.2.1.1. In-Depth Interviews

The research conducts in-depth interviews with 10 individuals, including five heads/deputy heads of digital content production units and five content-producing journalists. Interviewees are selected based on criteria such as at least five years of experience in multi-platform television, occupying managerial or high-level professional roles, and having significant contributions to VTV's digital transformation process.

The interview content focuses on three main areas: (1) Assessing the current state of multi-platform content production and creation organization, (2) Analyzing difficulties and challenges in the digital transformation process, and (3) Proposing development directions and solutions. Each area includes open-ended questions, allowing interviewees the freedom to express their views and share practical experiences.

The interviews were conducted between March 2024 and August 2024, with a flexible format—either in-person or online, depending on the interviewees' availability. Each interview lasts 45 to 60 minutes, is audio-recorded (with interviewee consent), and later transcribed for analysis.

5.2.1.2. Participant Observation

The researcher conducted participant observation at VTV's content production units over six months, from September 2023 to March 2024. The observation focuses on three main aspects: the multi-platform content production process, activities of departments related to digital content

production, and the operation of digital platforms such as VTVGo and VTV News.

During the observation, the researcher directly participated in content production activities, enabling detailed recording of workflows, inter-departmental coordination, and real-life challenges. Regular and detailed notes were kept in an observation journal, describing specific activities, situations, and reactions of the involved parties. The results from these two qualitative research techniques will be systematically analyzed according to the dissertation's research themes.

5.2.2. Quantitative Research Methods

To complement qualitative research methods and increase the objectivity and reliability of research findings, the dissertation employs quantitative research through surveys and statistical data analysis. These methods enable systematic data collection and processing, leading to quantitative conclusions about the state of multi-platform television production and content creation organization at VTV.

5.2.2.1. Survey

The research conducts a survey with a sample size of 200, focusing on journalists and editors working in various VTV units. This target group was chosen due to their significant role in content production and creation and their direct experience and exposure to the digital transformation process in journalism.

The survey covers four main aspects: evaluation of the current production organization model, the state of technology application in content production, challenges in multi-platform content production, and training and skill development needs. Questions are designed on a five-point Likert scale, accurately measuring respondents' assessment levels on each issue.

The survey is conducted online using Google Forms, facilitating data collection and consolidation. Survey results are subsequently processed using statistical methods to provide objective insights into the current state of research.

5.2.2.2. Statistical Data Analysis

In parallel with the survey, the research gathers and analyzes statistical data from various sources. Specifically, the study focuses on three main data groups: VTV's financial reports from 2018-2023, data on digital activities in Vietnam, and trend forecasts for multi-platform television globally and in Vietnam.

Data processing is performed using three main methods: descriptive statistics to gain an overview of the indicators, trend analysis to forecast

future developments, and comparative assessment to evaluate VTV's progress within the industry context.

The quantitative research results will be synthesized and analyzed alongside qualitative findings, providing a comprehensive view of the current state of multi-platform television production and content creation at VTV. This integrated approach gives the dissertation a solid scientific basis for proposing suitable solutions to optimize these activities in the future.

5.2.3. Theoretical Research Methods

5.2.3.1. Literature Review

This method is used to analyze, synthesize, systematize, and generalize scientific documents and governmental policies as the theoretical foundation for the dissertation's research. The literature review technique also serves to review scientific literature on the research landscape and theoretical issues related to the dissertation's topic.

5.2.3.2. Analysis and Synthesis

Used to analyze theoretical literature on topics relevant to the dissertation from different approaches, this technique helps to build a theoretical framework for the dissertation. It is also applied to analyze survey data, identifying the current state of multi-platform television production and content creation at the selected research sites.

5.2.3.3. Historical and Logical

Logical methods are applied to identify universal issues, principles, and regularities in the process of multi-platform television production and content creation. Historical methods are used in reviewing the research landscape and examining the development process of multi-platform television, as well as the organization of television production and content creation.

5.2.3.4. Inductive and Deductive

These methods connect discrete, independent, and random perspectives and concepts related to the dissertation's topic, forming general, comprehensive concepts that are aligned with the research focus.

The results of the in-depth interviews will be coded and compiled into a report in the Appendix of the Dissertation.

6. New Scientific Contributions of the Dissertation

First, the dissertation provides an overview of related research works, presents assessments of research results, inherits the values from these studies, and identifies issues that need further research.

Second, it analyzes and clarifies basic concepts related to multi-platform television, production organization, content creation, and multi-platform

television content production and creation; it also analyzes the roles, characteristics, and principles of multi-platform television production and content creation, along with the necessary conditions for implementing this process.

Third, it analyzes the current status and outlines the challenges facing the organization of multi-platform television production and content creation in television media agencies.

Fourth, it proposes and scientifically justifies directions and solutions to optimize the organization of multi-platform television production and content creation in the future.

7. Significance of the Dissertation

7.1. Theoretical Significance

The dissertation focuses on systematizing and clarifying the theoretical framework related to multi-platform television production organization.

First, it offers a comprehensive view of the transformation of the television industry, particularly highlighting how television has evolved from traditional forms-centered on fixed broadcast channels-to modern multi-platform formats where users access content across various devices and services.

Moreover, the dissertation discusses the necessary requirements for adapting to the multi-platform television market, especially in the context of the rapid development of digital technology. This includes organizing workflows, infrastructure, and leveraging new technologies like artificial intelligence (AI), cloud computing, and organizing content tailored to a multi-platform environment.

7.2. Practical Significance

First, the research results of the dissertation serve as a valuable reference for television stations, especially Vietnam Television (VTV), in formulating strategies for multi-platform content production. This will enable broadcasters to attract and serve the public most effectively in the rapidly evolving digital media landscape in Vietnam.

Second, the dissertation provides a valuable reference for policymakers to enhance the sustainability and competitiveness of television stations in today's digital media market.

Third, it offers essential information for reshaping training strategies and developing the necessary skills for organizing television production and content creation, benefiting both broadcasters and journalism training institutions.

Finally, the dissertation proposes integrating technological advancements into the production process, making the organization of multi-platform television production and content creation more advanced and efficient. This is

essential for maintaining competitiveness in the increasingly fierce modern media industry.

8. Structure of the Dissertation

Apart from the introduction, conclusion, appendices, and the list of references, the content of the dissertation is structured into 4 chapters with 12 sections:

Chapter 1: Overview of research related to the dissertation.

Chapter 2: Theoretical issues on the organization of multi-platform television production and content creation.

Chapter 3: The current situation and challenges in organizing multi-platform television production and content creation in the surveyed media agencies.

Chapter 4: Development trends, directions, and solutions to optimize multi-platform television production in the future.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION

1.1. Research on Television, Multi-Platform Media, and Multi-Platform Television

1.1.1. Research on Television

First, research on television has provided essential knowledge and skills in this field, covering basic techniques such as scriptwriting, filming, editing, and post-production.

Second, studies have addressed the application of modern technologies in television production, improving content quality.

Third, issues of ethics and professionalism in television journalism have been explored, especially the role of television within the mass media system.

Fourth, research has delved into various genres of television journalism, production processes, and approaches to audience engagement.

1.1.2. Research on Multi-Platform Media

First, the development of digital technology and the internet has profoundly changed the media industry, with the trend of media convergence being studied since the late 20th century.

Second, during the 2000s, research began to focus on the use of multimedia technologies in the media industry, introducing strategies for integrating content across various platforms.

Third, recent research has examined the interaction between audiences and television content across platforms, including the influence of social television (Social TV).

1.1.3. Research on Multi-Platform Television

First, studies show that the transition from traditional television to a multi-platform model has transformed the way content is produced and distributed, fostering stronger interaction between producers and audiences.

Second, notable studies have focused on analyzing the concept of "multi-platform television," from connecting audiences through the internet to their involvement in the content production process.

1.2. Research on the Organization of Multi-Platform Television Production

First, studies have shown that organizing multi-platform production requires flexibility in applying new technologies and developing the skills to work across multiple platforms.

Second, research on major broadcasters such as the BBC has revealed strategies for successfully transitioning to a multi-platform production model.

1.3. Research on Television Content Creation and Multi-Platform Television Content Creation

First, research on storytelling techniques and content creation has laid the foundation for developing multi-platform television content, emphasizing the role of storytelling in attracting audiences.

Second, studies have shown that the combination of traditional television and social media can create deeper interactive experiences for audiences, enhancing their engagement.

1.4. Reflections on Research Outcomes and Future Research Directions

Research has demonstrated the significant development of multi-platform television, from the impact of technology and audience engagement to the development of new media platforms. The overview of the research highlights that there are still gaps in this field, particularly concerning the application of artificial intelligence and security issues in an integrated media environment.

Future research directions in this area can be identified as follows:

First, the organization of multi-platform television production and content creation at Vietnam Television (VTV): This study will explore each stage of the production process, including how production models are organized, human resources management, technical support, financial planning, content selection criteria, production methods, and distribution strategies across multiple platforms such as traditional television, online, and social media.

Second, the impact of multi-platform television on the operations of Vietnam Television: This study will assess how multi-platform television influences organizational structure, workflows, and content management. It will explore changes in audience interaction, content marketing strategies through social media, and its effects on revenue from advertising and partnerships.

Third, the relationship between multi-platform television and the audience: This study will investigate how various television platforms influence audience

choices and viewing behaviors. It will assess audience satisfaction and the impact of multi-platform television on viewing habits, as well as their engagement on social media channels.

Fourth, technological trends and new applications in multi-platform television: This study will analyze new technologies such as virtual reality (VR), augmented reality (AR), and 2K/4K television, which can enhance the quality and efficiency of multi-platform television production and content creation.

Fifth, the role of big data and data analytics in production strategy planning: Gathering and analyzing audience data—such as viewing behavior, preferred content, and social media reactions—will enable broadcasters to make more accurate content production decisions.

Sixth, current situation, emerging challenges, directions, and solutions to improve and optimize multi-platform television production and content creation at VTV.

Chapter 2

THEORETICAL ISSUES ON THE ORGANIZATION OF MULTI-PLATFORM TELEVISION PRODUCTION AND CONTENT CREATION

2.1. Related Concepts

2.1.1. Concepts of Television, Multi-Platform, and Multi-Platform Television

2.1.1.1. Concept of Television

Television is defined as a mass communication medium that uses technology to transmit moving images and sound. A prominent feature of television is the dynamic combination of audio and visuals, creating a powerful interactive experience for viewers. In the modern era, television has significantly advanced with various transmission methods such as terrestrial, satellite, and internet broadcasting, expanding accessibility and interaction with audiences.

2.1.1.2. Concept of Multi-Platform

Multi-platform refers to the distribution of content across various platforms, including traditional media, the web, mobile devices, and social networks. This allows audiences to access content through multiple channels, creating a diverse and rich experience. Current popular platforms include traditional broadcasting, websites, mobile applications, social networks, live-streaming platforms, subscription services, and short-form content platforms.

2.1.1.3. Concept of Multi-Platform Television

Multi-platform television is a content distribution model that delivers television content across various devices and platforms, combining traditional television with digital platforms. This model expands reach, creates a more diverse and interactive viewing experience for users, and allows audiences to

watch on-demand, live, and interactive content, breaking the limitations of time and space inherent to traditional television. This requires producers to adapt to new technologies and change their approach in content creation and distribution.

2.1.2. Concepts of Television Production Organization and Multi-Platform Television Production Organization

2.1.2.1. Concept of Production Organization

Production organization is the process of building a management system, distributing authority and resources, and optimizing workflows. This concept includes various aspects such as organizational structure, production processes, resource management, systems and procedures, and organizational culture. The main goal of production organization is to improve production efficiency and product quality. In the context of modern media, production organization requires flexibility and the ability to quickly adapt to technological and market changes.

2.1.2.2. Concept of Multi-Platform Television Production Organization

Multi-platform television production organization is the process of planning, coordinating, and managing television content production activities for distribution across multiple platforms. This concept includes managing resources, equipment, personnel, and overseeing production within a multi-platform environment.

2.1.3. Concept of Multi-Platform Television Content Creation

Multi-platform television content creation is the process of creating television content that can be distributed across various platforms. This concept requires flexibility and creativity to produce content suited to each specific platform, optimizing content length, format, and presentation style accordingly.

2.2. Roles, Characteristics, and Principles of Multi-Platform Television Production Organization and Content Creation

2.2.1. Roles

2.2.1.1. Meeting the Changing Needs and Preferences of Television Audiences

Meeting the demand for personalized and diverse experiences of audiences across multiple platforms, from traditional television to social networks and mobile applications.

2.2.1.2. Increasing Profits by Effectively Utilizing Resources and Expanding the Advertising Market

Optimizing the production and content distribution process while applying creative advertising forms for each platform to expand revenue sources.

2.2.1.3. Promoting and Building a Community of Users for Television Station Services

Enhancing interaction and building audience loyalty through digital platforms, thereby creating a loyal user community.

2.2.2. Characteristics

2.2.2.1. Timeliness and Up-to-Date Information

Providing timely and continuous information across multiple platforms to meet the demand for instant access to information.

2.2.2.2. High Speed and Powerful Information Dissemination

Content can be easily shared and spread on social networks, quickly expanding its reach.

2.2.2.3. Diversity of Information

Offering various types of content, from short news on social media to long-format programs on OTT platforms.

2.2.2.4. Interactivity

Enhancing audience participation and interaction through comments, shares, and feedback on different platforms.

2.2.2.5. Management and Storage

Utilizing digital technology to manage, store, and reuse content more effectively, saving costs.

2.2.2.6. Application of New Production Technologies and Techniques

Applying advanced technologies such as AI, VR, and AR in content production and distribution, creating more innovative and engaging experiences.

2.2.3. Principles

2.2.3.1. Ensuring the Information Principles of Media Agencies

Ensuring authenticity, accuracy, transparency, and compliance with journalistic ethics in all content.

2.2.3.2. Producing Content Alongside Technological Development

Continuously updating and applying new technologies in the production process to maintain competitiveness.

2.2.3.3. Developing Diverse Platforms Without Dependence on a Single Platform

Optimizing content for each platform to ensure flexibility, minimize risks, and increase audience reach.

2.3. The Process of Organizing Multi-Platform Television Production and Content Creation

2.3.1. The Process of Organizing Multi-Platform Television Production

First, organizing the production model: Analyzing three main models: fragmented, unified, and hybrid models.

Second, organizing human resources: Analyzing factors such as demand, recruitment, training, and personnel development.

Third, organizing infrastructure and technology: Building network systems, equipment, software, and technologies necessary for the production process.

Fourth, financial planning: Budgeting for content production, technology investment, marketing, and advertising.

2.3.2. The Process of Multi-Platform Television Content Creation

First, content production: Includes steps such as ideation, scriptwriting, filming, and editing.

Second, content adaptation and distribution: Optimizing content for each specific platform.

Third, interaction, feedback research, and practical research: Collecting and analyzing audience feedback, studying market trends.

2.3. Multi-Platform Television Production and Content Creation Process

2.3.1. Multi-Platform Television Production Process

2.3.1.1. Production Model Organization

Fragmented Model: Each platform has a separate team, optimizing content for specific platforms but potentially leading to resource wastage and inconsistency in communication messages.

Unified Model: Using a single team for all platforms ensures consistency but lacks specialization for each specific platform.

Hybrid Model: Combining the advantages of both models, with a core team responsible for overall strategy and separate teams for each platform to adjust and optimize content.

2.3.1.2. Human Resource Organization

This requires flexibility and multi-skilled personnel. Recruitment, training, and skill development should focus on digital skills, multi-platform production, data analysis, and understanding user behavior. Creating a creative working environment and encouraging collaboration between different departments is essential.

2.3.1.3. Infrastructure and Technology Organization

Investment in a robust network system, cloud storage, and digital content management systems (MAM) is necessary. The application of AI technology and automation in production, including video editing, automated subtitle generation, and viewer data analysis, should be implemented to optimize content production.

2.3.1.4. Financial Planning

Budget allocation should include content production, technology investment, and marketing. Establishing contingency funds and setting specific financial KPIs is needed to evaluate investment efficiency and adjust strategies as necessary.

2.3.2. Multi-Platform Television Content Creation Process

2.3.2.1. Content Production

The process starts from idea development, scriptwriting, filming, video editing, and content review. The specific characteristics of each platform should be taken into account to create suitable content versions for social media, OTT, or online platforms.

2.3.2.2. Content Transformation and Distribution

Content should be optimized for each platform with appropriate formats, resolutions, and structures. A multi-channel distribution strategy and CDN technology should be applied to ensure broadcast quality and user experience.

2.3.2.3. Interaction, Feedback Research, and Practical Research

Build a system to collect and analyze audience feedback across all platforms, including tracking comments, analyzing online viewing data, and conducting surveys. Adjust production and distribution strategies based on feedback to ensure the highest effectiveness in audience reach and interaction.

In summary, this chapter focuses on clarifying theoretical issues related to production model organization, human resource management, infrastructure and financial investment, creative processes, content transformation, and distribution processes aimed at optimizing content for different platforms in the multi-platform television environment.

Chapter 3

THE CURRENT SITUATION AND CHALLENGES IN THE ORGANIZATION OF MULTI-PLATFORM TELEVISION PRODUCTION AND CONTENT CREATION AT VIETNAM TELEVISION

3.1. Overview of Vietnam Television (VTV) and the Development of Multi-Platform Television

3.1.1. Overview of Vietnam Television

Vietnam Television (VTV) is a leading multimedia communication agency in Vietnam, under the management of the Government and the Ministry of Information and Communications. With 28 units and a nationwide broadcast system comprising 11 broadcasting and diverse cable channels, VTV has established its position as the top national television station in Vietnam.

3.1.2. Awareness and Preparation for Multi-Platform Transformation

3.1.2.1. Awareness of Technological Transformation Trends

VTV established VTV Digital in 2014 to adapt to the rapidly changing industry, based on thorough research and surveys on the development trends of digital television and user behavior.

3.1.2.2. Investment in Infrastructure and Technology

VTV invested in modern studios, HD and UHD standard equipment, and cloud computing infrastructure to optimize data storage and processing.

3.1.2.3. Human Resource Training and Development

Specialized training courses were organized to enhance professional and soft skills for employees. The team of engineers was trained to develop and operate digital platforms such as VTVGo.

3.1.3. Development of Major Digital Platforms

3.1.3.1. VTVGo Application

Launched in 2015, VTVGo allows users to watch television anytime, anywhere, with 26.5 million installations and 7 million regular users by 2021.

3.1.3.2. VTV News Electronic Newspaper

Established in 2012, it provides comprehensive information and plays an important role in promoting VTV's programs.

3.1.3.3. Social Media Platforms

VTV has a strong presence on YouTube, Facebook, and Instagram, with millions of followers and interactions, creating a direct communication channel with the audience.

3.1.4. Production Model Transformation

Since 2019, VTV has adopted a converged newsroom model to optimize production processes, ensuring fast information updates across multiple platforms.

3.2. Current Status of Multi-Platform Television Production and Content Creation in Surveyed Media Agencies

3.2.1. Production Organization

3.2.1.1. Production Model

VTV applies a hybrid model, combining both separate and unified models, optimizing production processes but still facing inconsistency among units.

3.2.1.2. Human Resource Organization

VTV has a highly qualified workforce (73.9% hold undergraduate degrees, 26.1% hold postgraduate degrees) but lacks specialized personnel in digital technology and online communication.

3.2.1.3. Infrastructure and Technology

Investments were made in cloud computing systems and NAS storage systems, but synchronization and optimization among units remain limited.

3.2.1.4. Financial Planning

VTV diversifies revenue sources and builds effective advertising strategies but faces difficulties in balancing investments and controlling costs.

3.2.2. Content Creation

3.2.2.1. Content Production

Content and format diversification, from short videos to investigative reports, but there are still limitations in optimizing content for specific platforms.

3.2.2.2. Content Transformation and Distribution

VTV has expanded to platforms like VTVGo, social media, and online applications, while applying AI technology to improve distribution efficiency. VTV also employs blockchain technology to protect digital content copyrights, helping track and verify ownership of each piece of content, preventing unauthorized copying and distribution. However, VTV still struggles to optimize

content for each specific platform, especially in adjusting aspect ratios and video formats to suit social media platforms.

3.2.2.3. Interaction, Feedback Research, and Practical Research

VTV has organized online interaction activities such as voting, rating, and live commenting, attracting audience attention and participation. VTV journalists have developed the habit of regularly monitoring and analyzing audience reactions through social media interaction metrics. However, the exploitation of interaction features on digital platforms is not yet optimized, with many important features such as comments on VTV's digital platforms often being locked or restricted. Moreover, in-depth and systematic feedback research methods such as surveys and in-depth interviews have not been widely applied.

3.3. Issues Facing Multi-Platform Television Production and Content Creation in Vietnam Today

3.3.1. Multi-Platform Television Requires a Streamlined, Dynamic, and Modern Organization, but the Current Organizational Model is Still Designed Based on Traditional Structures and Ineffective Operations

The current organizational structure at VTV still bears traditional characteristics, with a hierarchical structure and complex approval procedures. Dedicated departments such as content, digital, and social media often operate independently, leading to a lack of coordination and integration in content development and distribution. This reduces consistency and the ability to quickly respond to new creative demands in the market.

3.3.2. Multi-Platform Television Production and Content Creation Requires Resources Proficient Not Only in Television Journalism Skills but Also in Utilizing Content Production Technology, But the Current Human Resources Lack These Dual Competencies

VTV faces a shortage of human resources meeting the requirements of both traditional television journalism and modern content production technology skills. Many employees, especially older ones, have little experience working and adapting in a complex digital environment. This makes producing content on multiple platforms challenging and time-consuming.

3.3.3. Multi-Platform Television Production and Content Creation Requires Comprehensive and Efficient Use of Advanced Technologies and Modern Technical Means, But Vietnam Television Still Uses Outdated and Unsynchronized Equipment, and the Management Methods Lack Centralization

VTV is still using many outdated and obsolete equipment, which does not meet the requirements for high-quality multi-platform content production. The application of new technologies such as artificial intelligence, machine learning, and big data in production and content distribution is still limited. The data storage and management system also has many inadequacies, with data storage remaining fragmented and lacking a centralized management system.

3.3.4. Multi-Platform Television Requires Increasingly Diverse and Engaging Content, but Television Stations Currently Lack High-Quality Multi-Platform Television Content that Leaves a Strong Impression on Both Domestic and International Audiences

VTV is facing challenges in producing high-quality content, especially original content. Many platforms currently rely on repurposing traditional television programs or existing popular content instead of investing in creating high-quality and unique original content. The competitiveness of domestic content is still low compared to international platforms.

3.3.5. The Technological Infrastructure for Developing Multi-Platform Television in Vietnam Still Faces Many Limitations, Hindering the Expansion of Broadcast and Viewer Reach

Vietnam still has significant disparities in the ability to access multi-platform television services between regions. In many rural areas, broadband internet remains slow and unstable. Investment in research and development of technology in the field of multi-platform television is still limited compared to developed countries.

3.3.6. Multi-Platform Television Requires a Comprehensive and Consistent Legal Environment Aligned with Technological Developments, but the Current Legal Framework and Regulations are Inadequate

The existing legal framework lacks a systematic approach and is not updated in time with the rapid development of technology and modern media trends. Regulations on intellectual property rights in the multi-platform environment still face many obstacles. The state management mechanism for multi-platform television is inflexible and does not create favorable conditions for innovation and development in this field.

Chapter 4

FORECASTING TRENDS AND DIRECTIONS, SOLUTIONS FOR OPTIMIZING MULTI-PLATFORM TELEVISION PRODUCTION ORGANIZATION IN THE FUTURE

4.1. Forecast of Multi-Platform Television Development Trends in the Coming Years

4.1.1. Global Multi-Platform Television Development Trends

First, strong growth in digital content creation and OTT market scale.

Second, transition to cloud computing platforms and AI technology application.

Third, development of streaming devices with new device types.

Fourth, diversification of business models and content development strategies.

Fifth, enhanced cooperation between OTT providers and telecommunications companies.

Sixth, investment in Asia-Pacific market development.

4.1.2. Key Multi-Platform Television Development Trends in Vietnam

First, the rise of domestic OTT services.

Second, popularity of local content.

Third, growth in mobile users.

Fourth, trend of live streaming television viewing.

Fifth, adaptation to network infrastructure and devices.

Sixth, development of online payment and telecommunications.

Seventh, competition and cooperation among service providers.

Eighth, strengthening content management and control.

4.2. Directions for Optimizing the Organization of Multi-Platform Television Production and Content Creation in the Future

4.2.1. Directions for Promoting Research and Development of Creative Television Content

4.2.1.1. Encouraging Scientific Research and Diverse Content Creation

First, building a market research and audience data analysis system.

Second, promoting collaboration between content producers, technology experts, and researchers.

4.2.1.2. Establishing Support Funds and Content Creation Incentive Programs

First, setting up investment funds for multi-platform content creation.

Second, implementing incubation and acceleration programs for creative content projects.

Third, establishing an award system and recognition for outstanding content products.

4.2.2. Directions for Developing Digital Infrastructure and Media Technology

4.2.2.1. Investing and Upgrading Digital Infrastructure

First, upgrading and expanding the broadband transmission network.

Second, modernizing production and broadcasting infrastructure.

Third, developing infrastructure for interactive and personalized television services.

4.2.2.2. Promoting Collaboration Between Media Agencies and Technology Companies

First, building strategic cooperation mechanisms.

Second, implementing pilot projects applying new technologies.

Third, developing a startup ecosystem in media technology.

4.2.2.3. Developing Domestic Modern Technology Platforms and Strengthening International Cooperation

First, developing domestic technology platforms.

Second, strengthening international cooperation in using technical platforms and social networks.

4.2.3. Directions for Improving the Legal Framework and Policies

4.2.3.1. Improving the Legal System for Multi-Platform Television

First, updating and expanding legal definitions.

Second, strengthening regulations on user protection and personal data.

Third, establishing effective mechanisms for monitoring and handling violations.

4.2.3.2. Enhancing the Efficiency of State Management in Content Supervision

First, improving the legal framework and management mechanisms.

Second, applying advanced technology in content supervision and management.

Third, increasing community participation in supervision.

4.2.3.3. Developing Support Policies for Media Agencies to Apply New Technologies

First, financial and tax incentive policies.

Second, promoting collaboration between media agencies and technology companies.

Third, boosting training and development of technology workforce.

4.2.3.4. Adjusting Regulations on Intellectual Property Rights and Digital Content Copyright Protection

First, updating and expanding the scope of intellectual property protection in the digital environment.

Second, increasing the responsibilities of digital media platforms and social networks.

Third, strengthening enforcement measures and penalties for violations.

4.3. Solutions for Optimizing the Organization of Multi-Platform Television Production and Content Creation in the Future

4.3.1. Solutions for Media Agencies

4.3.1.1. Organizing a Streamlined and Efficient Operating Model

First, organizing a flexible and streamlined production model.

Second, innovating the production process towards a "digital-first" approach and increasing interactivity.

Third, clearly defining the responsibilities of each department and individual.

4.3.1.2. Investing in and Upgrading Digital Infrastructure

First, investing in big data storage and processing systems.

Second, upgrading content transmission infrastructure.

Third, modernizing content production equipment.

Fourth, applying technology in content management and distribution.

Fifth, building a strong information security system.

4.3.1.3. Restructuring Human Resources, Recruitment, and Staff Training

First, restructuring human resources to meet multi-platform content production requirements.

Second, focusing on attracting and developing technology experts.

Third, building a "startup" culture within the organization.

Fourth, investing heavily in staff training and development.

Fifth, focusing on foreign language skill development.

Sixth, creating an attractive working environment.

4.3.1.4. Enhancing Collaboration and Resource Sharing with Technology

Partners

First, strengthening partnerships with leading technology companies.

Second, building strategic alliances with media technology startups.

Third, promoting data and digital resource sharing.

Fourth, developing joint R&D projects with technology partners.

4.3.1.5. Expanding Collaboration with Content Producers and Creators

First, building an open collaboration platform.

Second, organizing content creation contests and hackathons.

Third, establishing training and mentoring programs.

Fourth, creating flexible and attractive collaboration mechanisms.

Fifth, facilitating access to new technologies.

Sixth, building a community and network of content producers and creators.

4.3.1.6. Raising Awareness, Skills, and Strategic Vision of Managers

First, enhancing continuous training and knowledge updates.

Second, learning from successful international models.

Third, developing a long-term strategic mindset.

Fourth, promoting an innovative thinking approach.

Fifth, strengthening audience data analysis.

Sixth, improving leadership skills.

4.3.2. Solutions for Journalists and Reporters

4.3.2.1. Enhancing Technology and Digital Skills

First, training on modern digital tools and software.

Second, improving knowledge of digital content distribution platforms and social networks.

Third, developing data analysis skills and using analytical tools.

Fourth, enhancing multimedia content production skills.

Fifth, developing skills in working with emerging technologies.

4.3.2.2. Promoting High-Quality Content Creation

First, proactively embracing and applying new technologies.

Second, honing multi-platform storytelling skills.

Third, deepening expertise and building a strong network of sources.

Fourth, continuously experimenting with new formats.

4.3.2.3. *Strengthening Audience Analysis and Research Skills*

First, mastering digital data analysis tools.

Second, deepening qualitative research and building audience segmentation maps.

Third, improving trend forecasting and competitor analysis skills.

4.3.2.4. *Building Personal Brands and Enhancing Public Interaction*

First, identifying and developing distinct professional expertise.

Second, establishing a strong presence on digital platforms.

Third, developing multi-platform storytelling skills.

Fourth, increasing direct engagement with audiences.

Fifth, building a professional network.

CONCLUSION

The dissertation "*Production Management and Content Creation for Multi-platform Television*" successfully addresses the key research questions while providing important theoretical and practical contributions to the field of journalism and television in the digital age.

Firstly, the dissertation clarifies and deeply explains the concept of organizing production and creating multi-platform television content, thus helping to systematize relevant theories. The research provides an overview of how television stations in Vietnam, especially Vietnam Television (VTV), have transitioned from a traditional television model to a multi-platform model. Key factors influencing the organization of production and content creation processes include the strong development of digital technology, changes in audience content consumption behavior, and competitive pressure from international over-the-top (OTT) television services.

One of the dissertation's significant contributions is the development of a theoretical framework for organizing multi-platform television production, which includes production organization models, resource allocation methods, and content creation approaches tailored to different platforms. The important findings indicate that to succeed in the multi-platform media environment, television stations need flexibility in production organization, optimization of resources, and effective use of modern technologies such as artificial intelligence (AI) and big data. These technologies enhance production efficiency, improve audience engagement, and improve content quality.

Practically, the research provides an in-depth analysis of the current state of production organization and content creation at VTV, highlighting major issues the station faces, including a shortage of skilled digital technology personnel and strategies for developing content suited to digital platforms. Although VTV has

made significant efforts, such as developing the VTVGo app and other digital platforms, the research reveals that there are still challenges in ensuring compatibility and synchronization across platforms, particularly in optimizing content for social media and mobile applications.

The study also proposes practical solutions to optimize multi-platform television production and content creation processes in Vietnam. A crucial solution is to invest heavily in human resource development, focusing on enhancing digital technology and data management skills for reporters and editors. This will increase production flexibility and create high-quality content that better meets the needs of modern audiences. Additionally, the study emphasizes the importance of developing modern digital infrastructure, particularly cloud storage systems and digital content management systems (MAM), to enhance the ability to process and distribute content across multiple platforms.

However, the study also acknowledges certain limitations. The research scope primarily focuses on VTV and several major television stations, without covering the situation in smaller and local television stations. This may limit the generalizability of the research findings for the entire Vietnamese television industry. Furthermore, given the rapid pace of technological advancement, some of the study's findings may become outdated if not regularly updated.

For future development, the study suggests expanding the research scope to include smaller and local television stations and delving deeper into the impact of advanced technologies such as virtual reality (VR), augmented reality (AR), and 5G on television content production and creation. Additionally, developing content strategies tailored to different audience groups, from children to the elderly, is also highlighted as an important research direction for the future.

In conclusion, this dissertation successfully addresses the proposed research questions, providing important theoretical and practical contributions to the field of multi-platform television. The findings and recommendations from the research not only help television stations in Vietnam, particularly VTV, optimize their production and content creation processes but also open new directions for the development of the television industry in an increasingly digitalized and internationally competitive environment.

**LIST OF AUTHOR'S PUBLISHED WORKS RELATED
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