

Anticipating the Future of New Media: Implications for Organizational Competency in China

Wang Haitao

City University Malaysia, 202101060009@student-city.edu.my

ABSTRACT

This study proposes a conceptual framework to elucidate the influence of emergent new media trends, such as AI, VR, and big data, on organizational competency within China's unique digital ecosystem. It posits that the successful adoption and integration of these technologies can enhance decision-making, innovation, efficiency, and customer service. However, these benefits hinge on strategic alignment, effective change management, and development of requisite capabilities. The framework underscores the need for empirical validation and refinement and calls for further exploration into the mechanisms driving the relationship between new media adoption and enhanced organizational competency. This research lays the groundwork for understanding how Chinese organizations can effectively navigate the challenges and opportunities presented by the evolving digital landscape.

Keywords: new media trends, organizational competency, digital landscape, China

I. INTRODUCTION

The term 'new media' broadly refers to digital, interactive, and networked information and communication technologies that have emerged since the later part of the 20th century. This includes social media platforms, blogs, podcasts, digital videos, wikis, virtual reality, and other online content. They are characterized by their capacity for instant communication, interactivity, user participation, and community formation, all of which fundamentally change the way information is produced and consumed (Kietzmann et al., 2011).

Organizational competency represents a company's ability to coordinate, deploy, and utilize its resources effectively to achieve its goals. These competencies might include technical expertise, leadership skills, innovation, adaptability, and customer-centricity. When an organization can harness and develop these competencies, it gains a competitive advantage that can lead to superior performance (Prahalad & Hamel, 1990). In the context of the Chinese digital landscape, the explosive growth of new media has revolutionized the way organizations operate. China has one of the world's most active digital markets, with a vast user base that engages

heavily with digital technologies. The successful adoption and utilization of new media are increasingly important for Chinese organizations to reach their audience and remain competitive (Shen & Bissell, 2013).

II. LITERATURE REVIEW

A. New Media in China

As of in 2021, China was home to the world's largest internet user base, with more than 900 million users, many of whom are heavy users of new media platforms. Chinese netizens commonly use platforms for a multitude of activities, including social networking, e-commerce, entertainment, and information seeking, which significantly exceeds the use pattern seen in many Western countries (CNNIC, 2020).

China also has a unique digital environment shaped by its national context. Chinese technology companies have created powerful platforms that integrate multiple functions, creating so-called "super-apps". The most famous example is WeChat, a platform that combines messaging, social media, and mobile payment functions. This level of integration is rarely seen in Western platforms, which typically focus on doing one thing well (Zhou, 2021).

Furthermore, the Chinese digital environment is heavily influenced by governmental regulations. The "Great Firewall of China" restricts access to many foreign websites, making domestic platforms the primary choice for Chinese netizens. This has allowed local companies to develop products and services tailored specifically to the Chinese market (Segal, 2020). the new media landscape in China is highly competitive, with constant innovation and development. Tech giants like Alibaba, Tencent, and ByteDance are continuously developing new features and services to attract and retain users. This constant innovation fosters a dynamic and ever-evolving digital environment (Bughin, Woetzel & Seong, 2017).

B. Organizational Competency and New Media

The relationship between new media adoption and organizational competency is complex and multifaceted. It is rooted in the idea that adopting and integrating new media technologies into organizational practices can enhance various aspects of organizational competency, leading to improved performance and competitive advantage. New media facilitates real-time, interactive communication both within organizations and with external stakeholders. This can lead to improved collaboration, knowledge sharing, and responsiveness, enhancing an organization's ability to coordinate activities and make informed decisions (Leonardi, Huysman, & Steinfield, 2013).

New media can stimulate innovation by providing platforms for idea generation, collaboration, and experimentation. By leveraging the participatory and interactive nature of new media, organizations can co-create value with customers and other stakeholders, leading to the development of new products, services, and business models (Nambisan & Baron, 2007). New media provides organizations with opportunities to engage customers more effectively. Through social media, blogs, and other online platforms, organizations can interact with

customers, gain insights into their needs and preferences, and enhance customer loyalty and satisfaction (Harrigan, Evers, Miles, & Daly, 2017).

New media technologies can improve organizational efficiency and productivity. For instance, big data analytics can provide organizations with actionable insights to optimize operations, while automation technologies can increase efficiency by automating routine tasks (Chen, Chiang, & Storey, 2012). The adoption of new media can enhance various dimensions of organizational competency, providing organizations with the tools to navigate the digital age more effectively. However, the successful integration of new media requires careful planning, investment, and ongoing management to ensure that these technologies align with an organization's strategic objectives and capabilities.

C. Future Trends in New Media

The future of new media is likely to be shaped by several key trends, including artificial intelligence (AI), virtual reality (VR), and big data. These technologies have the potential to significantly impact Chinese organizations, transforming how they operate and compete. AI, including machine learning and natural language processing, can automate and enhance many aspects of new media. For instance, AI can be used to personalize content, improve targeting in advertising, automate customer service through chatbots, and analyze user behavior to gain insights. For Chinese organizations, this can lead to improved efficiency, better customer engagement, and more informed decision-making (Davenport & Ronanki, 2018).

VR can provide immersive experiences that transcend traditional media formats. In China, industries such as real estate, education, tourism, and e-commerce are beginning to integrate VR to enhance customer experiences. By offering virtual tours, product demonstrations, and interactive learning experiences, organizations can differentiate their offerings and engage customers in new and exciting ways (Minsky & Lee, 2019). The rise of new media has led to an explosion of data, providing organizations with rich sources of information about their customers, competitors, and market trends. Chinese organizations that can effectively collect, manage, and analyze this data can gain actionable insights that drive strategic decision-making, product development, and customer engagement. However, this also raises challenges related to data privacy and security (Chen, Chiang, & Storey, 2012).

Overall, these trends represent both opportunities and challenges for Chinese organizations. To harness the potential of these technologies, organizations will need to invest in technical capabilities, develop appropriate strategies, and navigate regulatory and ethical considerations.

III. CONCEPTUAL FRAMEWORK

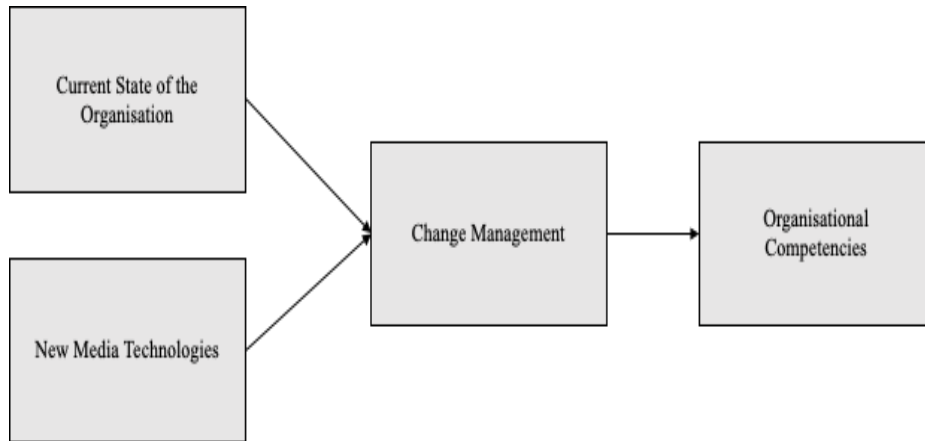


Figure 1. Conceptual Framework

The conceptual framework being proposed aims to illustrate the potential influence of future trends in new media - specifically, artificial intelligence (AI), virtual reality (VR), and big data - on key organizational competencies, such as decision-making, innovation, efficiency, and customer service.

The first part of the framework begins with the inputs: the organization's current state, including its existing media strategy, organizational competencies, and market environment, alongside the new media technologies (Davenport & Ronanki, 2018; Minsky & Lee, 2019; Chen, Chiang, & Storey, 2012).

The second part consists of the mediating processes, which represent the strategies and actions an organization takes to integrate the new media technologies into its operations. This may involve strategic alignment, where the organization aligns its strategy with the opportunities provided by new media, change management, where the organization manages the transition to new media practices, and capability development, where the organization builds the necessary skills and knowledge to leverage new media effectively (Kane et al., 2015).

The final part of the framework is the organizational competencies that may be influenced by the adoption of new media.

Decision-Making: New media technologies can enhance decision-making capabilities by providing data-driven insights and predictive analytics (Provost & Fawcett, 2013).

Innovation: The interactive and participatory nature of new media can stimulate innovation, fostering co-creation of value with customers and partners (Nambisan, 2002).

Efficiency: AI and automation can improve organizational efficiency by automating routine tasks and improving operational processes (Davenport & Ronanki, 2018).

Customer Service: New media platforms can enable improved customer engagement and personalized service, enhancing customer satisfaction and loyalty (Harrigan, Evers, Miles, & Daly, 2017).

To summarize the relationships:

- a. The organization's current state and new media technologies are the inputs.
- b. These inputs go through mediating processes like strategic alignment, change management, and capability development.
- c. These processes then influence the organizational competencies, affecting decision-making, innovation, efficiency, and customer service.

IV. CONCLUSION

In conclusion, future trends in new media, such as AI, VR, and big data, hold significant potential to enhance organizational competency in areas such as decision-making, innovation, efficiency, and customer service. These technologies, however, are not simply plug-and-play solutions. Their successful integration into an organization's operations requires strategic alignment, robust change management, and the development of new technical and managerial capabilities.

The unique attributes of China's digital environment, including its vast user base, unique platform ecosystem, and regulatory context, further complicate this process. However, they also create unique opportunities for Chinese organizations to leverage new media technologies in ways that align with their market context and strategic objectives.

This conceptual framework provides a foundation for understanding and studying the complex relationship between new media adoption and organizational competency. Future research should aim to empirically validate and refine this framework, investigate the specific mechanisms through which new media technologies influence organizational competency, and examine how organizations can navigate the challenges associated with new media adoption.

REFERENCES

- Bughin, J., Woetzel, J., & Seong, J. (2017). China's digital economy: A leading global force. McKinsey Global Institute.
- Chen, H., Chiang, R. H., & Storey, V. C. (2012). Business Intelligence and Analytics: From Big Data to Big Impact. *MIS Quarterly*, 36(4), 1165-1188.
- China Internet Network Information Center (CNNIC). (2020). The 45th Statistical Report on Internet Development in China. CNNIC.
- Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. *Harvard Business Review*, 96(1), 108-116.
- Harrigan, P., Evers, U., Miles, M. P., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, 59, 597-609.
- Kane, G. C., Palmer, D., Phillips, A. N., & Kiron, D. (2015). Strategy, not technology, drives digital transformation. MIT Sloan Management Review and Deloitte University Press.
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54(3), 241-251.
- Leonardi, P. M., Huysman, M., & Steinfield, C. (2013). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated Communication*, 19(1), 1-19.
- Minsky, M., & Lee, J. H. (2019). Virtual reality: Applications and implications for tourism. *Tourism Management*, 68, 37-46.

- Nambisan, S., & Baron, R. A. (2007). Interactions in virtual customer environments: Implications for product support and customer relationship management. *Journal of Interactive Marketing*, 21(2), 42-62.
- Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.
- Segal, A. (2020). Year in Review: Huawei and the Technology Cold War. Council on Foreign Relations.
- Shen, F., & Bissell, K. (2013). Social media, social me: A content analysis of beauty companies' use of Facebook in marketing and branding. *Journal of Promotion Management*, 19(5), 629-651.
- Zhou, L. (2021). How Chinese apps like TikTok and WeChat got so big. *Vox*.