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Analysis of the Transformation of Industry Journals from Content Dissemination to Knowledge Services: Postprint

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Abstract

The transformation of industry journals from content dissemination to knowledge services not only possesses profound intrinsic driving forces, but also constitutes a process of integrated development for industry journals. This paper, through analyzing the inevitability and internal logic of this transformation, concludes that for industry journals to find new survival space under the trend of profound changes in the media landscape, they must construct a knowledge service system for industry journals based on integrated development.

Full Text

Abstract

The transformation of industry journals from content dissemination to knowledge services is driven by profound internal dynamics and represents a process of integrated media development. This paper analyzes the inevitability and internal logic of this transformation, concluding that to secure new 生存空间 in the midst of radical changes in the media landscape, industry journals must construct a knowledge service system grounded in integrated development.

Keywords: media convergence; industry journals; content dissemination; knowledge services; content production

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1. The Inevitability of Industry Journals' Transformation from Content Dissemination to Knowledge Services

In recent years, knowledge services have gained tremendous popularity. What began as the sale of specialized knowledge on particular platforms has extended to encompass all forms of knowledge commerce, with its content continuing to enrich. The publishing sector, engaged as it is in knowledge dissemination, has enthusiastically embraced this trend. Various publishing institutions have deployed resources to establish different types of knowledge service platforms. Riding this wave, industry journals—which specialize in disseminating sector-specific knowledge and providing industry services—have also begun reshaping their business models to seek new development opportunities within the broader media landscape.

From a narrow perspective, knowledge services in industry journals involve leveraging specialized content from niche fields, supported by big data and artificial intelligence technologies, to provide professional users with expert knowledge or knowledge-based solutions. Broadly speaking, such services extend beyond this, as content can drive applications at the implementation level. Due to their inherent media attributes, industry journals' knowledge services represent a search for integrated development between content dissemination and knowledge provision. Examining this transition helps clarify the internal logic of traditional media transformation and upgrading, thereby identifying better pathways forward amid seismic shifts in the media landscape.

1.2 The Great Potential of Industry Journals in Knowledge Services

Market demand is a powerful force generating supply. In the mobile internet era, knowledge updates iterate rapidly, requiring continuous learning for individuals to keep pace with the times and adapt to real-life demands. Most importantly, as media forms have diversified, fragmented information has become ubiquitous, leaving people overwhelmed by chaotic and ineffective content. Although audiences have more choices, the cost of information filtering has increased accordingly, making specialized and vertical knowledge services particularly scarce. Audiences crave high-quality content and are willing to pay for it. As treasure troves of industry knowledge, industry journals not only possess substantial industry resources but also represent authoritative information sources, making them natural vehicles for learning. In other words, industry journals can provide these audiences with high-quality, precisely targeted knowledge content and solutions. Furthermore, industry journals operate in relatively segmented fields with homogeneous, highly concentrated audiences. If content can meet their needs, subsequent maintenance and market development become much easier. In short, industry journals possess enormous potential for knowledge services.

1.3 Technology Empowering Industry Journals' Transformation

Technology constitutes primary productive force, playing a decisive supporting role in the evolution of human information dissemination systems [1]. Developments in big data, cloud computing, and artificial intelligence have propelled industry journals' transformation from content dissemination to knowledge services. During this transformation, technology not only facilitates knowledge services but also constructs them. Big data technology can both supply massive amounts of professional information and perform data filtering. Artificial intelligence can analyze audience behavior, filter and identify content, and automatically match demands. Technology will not only enrich the variety of content offered by industry journals to meet audience needs at multiple levels but also make service scenarios more practical. For instance, when traveling in the mountains and encountering unfamiliar flora, one can simply scan them with a smartphone, and a plant knowledge service platform will immediately display their names and functions. By leveraging technological power, industry journals can achieve fundamental transformation during this process.

2. The Internal Logic of Industry Journals' Transformation

The transformation from content dissemination to knowledge services represents not merely a shift in business models but a profound self-reconstruction. It enables industry journals to transcend their limitations and achieve breakthrough development.

2.1 The Driving Force Revitalizing Industry Journals

Compared with content dissemination, knowledge services enable multiple levels of transformation in industry journals, serving as a vital force to revitalize their internal vitality. Traditional industry journals existed in print form with linear communication patterns. As traditional linear media, they could only achieve point-to-plane information transmission without enabling two-way interaction between editors and audiences. Although they were industry-based and disseminated sector knowledge, their quasi-administrative role resulted in cold, rigid content delivery. Audience recognition was based on respect for and compliance with authority rather than content quality and service. Once audiences gained better information alternatives, they quickly shifted allegiance. Knowledge services, by contrast, operate according to audience needs, which to some extent determine content production orientation.

Based on this, industry journal knowledge services exhibit several distinctive characteristics. First, they satisfy audience information needs. These services promptly understand and respond to audience demands, leveraging new technologies to enable point-to-point two-way interaction and maximize satisfaction. Second, information possesses unique value. In an era of overwhelming information redundancy, industry journal knowledge services provide value-added services where content and solutions must demonstrate uniqueness and effectively

address user problems. Third, services offer convenience, meaning audiences can access desired content anytime and anywhere. By breaking through print media's linear limitations and employing multiple information channels, knowledge services make information instantly discoverable, enhancing efficiency. Fourth, audiences experience pleasure in receiving services. The value realization of knowledge services depends on capturing audiences through dynamic, demand-based service provision. In terms of content production, knowledge services enable diverse expressions of sophisticated professional content, infusing information with warmth—an essential feature. Particularly by adapting to diversified media forms, they achieve varied expressions across print media, client applications, WeChat, websites, and other carriers through text, graphics, videos, audio, AR, H5, and other formats, bringing entirely new experiences to audiences.

2.2 The Co-evolution of Knowledge Services and Integrated Development

The shift from content dissemination to knowledge solutions enables industry journals to achieve transformation and upgrading—a process that resonates in frequency with integrated development. Contemporary media is gradually evolving toward “four all-media” : full-process media, holographic media, all-staff media, and all-effect media, causing profound changes in the public opinion ecology, media landscape, and communication methods [2]. The integrated development of industry journals involves not only media form convergence but also the integration of operational organizational structures, content production and management methods, technology, and product forms. Based on the unique value of industry journals and the distinctiveness of their audience groups, this integrated development aims to better meet diverse industry audience needs—to some extent, this is also the transformation process of industry journal knowledge services.

As a process of morphological reshaping, industry journal knowledge services first represent a transformation in thinking. Everything can be media and an information transmission channel, which in turn fosters integrated development. By leveraging multiple communication channels, audiences can find needed information most conveniently and without barriers. Technology serves as the engine driving knowledge service development. Big data, cloud computing, artificial intelligence, blockchain, and other technologies enhance knowledge service capabilities, and the application of new technologies in the industry journal field promotes deep integration across content, platforms, operations, and management.

Industry journal knowledge services are specialized, personalized, interactive, precise, and in-depth services. Meanwhile, integrated development of industry journals also requires meeting personalized audience needs, enabling deep communication with audiences, and providing professional content services. From an organizational perspective, both knowledge services and integrated development require comprehensive adjustment of traditional industry journals' quasi-

administrative management structures into market-driven mechanisms oriented toward satisfying reader needs. Therefore, promoting knowledge service transformation in industry journals necessarily drives their integrated development—the two are in a co-evolutionary and symbiotic relationship.

3. Building a Knowledge Service System for Industry Journals Based on Integrated Development

As a current trend in the publishing industry, many publishing units, including many highly specialized industry journals, have made numerous attempts in knowledge services. However, beneath the vigorous surface lies evident difficulty in making progress. The primary reason is that many industry journals have failed to break free from their own constraints, still operating knowledge services with a journal-centric mindset. This clearly cannot adapt to real development needs. To achieve effective knowledge services, industry journals must promote reconstruction at the levels of thinking, organizational structure, and content production based on integrated development.

3.1 Restructuring the Quasi-Administrative Organizational Framework

The organizational framework for industry journal knowledge services represents a shift from traditional administrative management models to demand-oriented project management models. Traditional industry journal organizational structures, whether in content production or operational management, existed in linear forms. Horizontally, various departments operated independently; vertically, they passively received instructions—clearly inadequate for current development needs. Under the major trend of media convergence, industry journal knowledge services are demand-driven, requiring organizational structures with minimal hierarchy. Through a flattened management model, they maintain sufficient flexibility and mobility to promptly produce content according to audience demand signals. Although each component of this demand-oriented project management structure may have different functions, the overall structure is cohesive, working collectively toward common goals with mutual coordination, and facilitating assessment and incentives for various project components.

3.2 Integrating Content Production in Industry Journals

Restructuring content production in industry journals involves three main adjustments. First, adjusting content production methods. Using new technologies such as mobile internet as the framework, construct an integrated intelligent publishing industry chain platform for knowledge services [3], changing traditional editorial and distribution models to achieve one-time information collection with multiple uses, multi-department sharing, and multi-channel distribution. Second, planning and organizing production based on demand. Industry journals often possess unique industry resources that must be well in-

tegrated and utilized to lay a solid foundation for knowledge services. On the basis of strengthening and optimizing content, they must learn to achieve value recreation through content deconstruction, integration of multiple themes, and recombination in knowledge-based ways for deep, refined processing to form diverse product lines. Third, meeting personalized and diversified needs. Although industry journal audiences are relatively concentrated and narrow, this does not mean their needs are identical—on the contrary, they are personalized with diverse requirements. In the era of media convergence, meeting personalized and diversified needs constitutes important work for industry journal knowledge services, such as using data analysis and mining technologies like big data to push different content to each audience member.

3.3 Building a Three-Dimensional Information Dissemination Form

As linear media themselves, industry journals' transmission capacity appears quite limited in the mobile internet era, necessitating a change from single-channel communication. Today, everything can serve as media—all that we see, hear, and use in daily life can become information carriers. Currently, many industry journals have established media matrices including websites, Apps, WeChat, Weibo, Douyin, and other forms, providing more possibilities for content dissemination. This three-dimensional information dissemination form enables interactive and diversified content transmission, expanding the spatial effectiveness of information dissemination. Of course, building a three-dimensional dissemination form should not mean spreading resources thinly across all platforms. Instead, it should involve targeted maintenance of selected platforms based on one's own circumstances and audience needs to maximize their effectiveness. Many journals face the problem of having numerous platforms but posting identical content to their print versions, which clearly fails to meet audience personalization needs and mismatches the characteristics of different communication channels.

3.4 Creating a Knowledge Service Ecosystem

Creating a knowledge service ecosystem constitutes essential content for the healthy development of industry journal knowledge services. First, transform industry journals into information exchange platforms. By leveraging internet technology to aggregate information from government, experts, authors, advertisers, and other parties, journals become three-dimensional interactive information platforms that generate cohesive fan communities and establish industry communities. This facilitates exchanges in content production while laying a solid foundation for commercial development, such as magazine subscriptions, advertising, offline exchange events, or industry training. Second, transform industry journals into resource integration platforms. Industry journals are information dissemination platforms but also resource platforms. Information dissemination is the prerequisite for building resource platforms, while resource integration is the inevitable result of information dissemination. Previously, we

focused primarily on the former; to excel in knowledge services, we must tap the potential of the latter. For instance, we can extend cooperation with upstream and downstream institutions to perfect industry chains, engage in cross-border integration, or even cooperate at the capital level to achieve mutual empowerment and win-win outcomes. Third, transform industry journals into service platforms. Industry journal knowledge services must both maintain and optimize channels and innovate value by providing high-value-added, high-level knowledge services to audiences, leading them through continuously iterative services.

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