
AI translation · View original & related papers at
chinaxiv.org/items/chinaxiv-202310.01928

Building an Intelligent Cultural Media Group: Southern Media Group’s Exploration and Expe- rience of “Smart Transformation” Postprint

Authors: He Kun

Date: 2023-10-08T00:00:00+00:00

Abstract

At the 2017 Southern Media Group Technology Conference, the Group established five joint laboratories to conduct internal reviews of technology team projects and selected ten winners for the Technology Innovation Project Award. Beyond this, the Group strengthened collaboration, communication, and training among its internal technology teams. In the second half of the year, a series of data training programs were launched, including systematic training for technical personnel and data literacy tr...

Full Text

Building a Smart Cultural Media Group: Southern Media Group’s Exploration and Experience in “Smart Transformation”

Author: He Kun, Southern Media Group

The Southern Media Group previously employed approximately 8,000 staff members, with its Technology Committee comprising around 300 personnel. The Group maintained over 400 information systems, 900 servers, 1.1 petabytes of storage, and thousands of terminal devices.

2017 Technology Conference and Strategic Initiatives

At the 2017 Southern Media Group Technology Conference, the Group established five joint laboratories to conduct internal reviews of technology team projects and selected ten winners for the Technology Innovation Project Award. Beyond this, the Group strengthened collaboration, communication, and training among its internal technology teams. In the second half of the year, a series

of data training programs were launched, including systematic training for technical personnel and data literacy training for business staff. The Group also built comprehensive talent, expert, and project databases, conducted extensive research on enterprise-wide IT requirements, and reinforced technical support for the Group's convergence and transformation initiatives. At the corporate level, the Group launched four major "empowerment" projects: a comprehensive cybersecurity protection system, a hybrid cloud infrastructure, an intelligent management platform, and a central database. The vision of a smart cultural media group encompasses intelligent management internally and smart services externally, with these internal and external services built upon the intelligent management platform and central database respectively. The entire infrastructure is unified through the hybrid cloud, forming an integrated cybersecurity protection system. Our objective is to evolve from traditional operations to empowerment and ultimately to leadership.

The Group positioned its instant messaging tool "Xiaonan" as the entry point for the intelligent management platform. In the internet era, controlling the entry point is crucial, and an instant messaging tool effectively captures the entry point for all employees across the Group. "Xiaonan" achieves four-terminal synchronization across PC, Mac, Android, and iOS devices. In its second phase, all application systems including OA and HR were integrated into the "Xiaonan" platform. The third phase involves connecting the central database, which includes content repositories, intelligent writing assistance, think tank services, and user big data analytics. The current Version 1.0 has already launched, featuring 11 basic information databases, three specialized knowledge bases, and open service interfaces along with a data toolbox.

Key Insights: Smart Transformation Requires Mindset Transformation

First, the world has shifted from a linear to a highly complex state. Second, in project development, many initiatives that were once certain have become uncertain. Previously, project requirements were clearly defined; today, most projects involve progressive clarification, beginning with only a general concept and direction that evolves through iterative logic. Traditional IT represented a stable state, whereas the current transformation direction is toward agile IT—faster and more responsive to actual needs. In the future, dual-mode IT will evolve into internet IT, which aligns with complexity, uncertainty, and iteration. These concepts are interconnected and possess inherent logical consistency.

Key principles include: avoid building large portals; instead, focus on communication platforms. Do not implement ESB (Enterprise Service Bus); rather, develop APIs. Do not adopt CMMI; embrace Scrum and agile methodologies. While enterprise architecture was previously emphasized, we now prioritize lightweight applications that enable rapid development and iteration. In the past, IT personnel aimed to become excellent project managers; today, we must transform into outstanding product managers who engage in projects, promo-

tion, and operations. Only through daily user interaction can we continuously optimize products. Previously, the ideal state for a technology department was to remain invisible; now, technology must be omnipresent.

For technical personnel, media transformation represents a historic opportunity. We motivate ourselves with the principle of “leading through service, advancing through responsibility.”

Top-Level Design for Smart Transformation

Southern Media Group currently operates eight newspapers, ten journals, one publishing house, 22 websites, 11 mobile applications, 340 social media accounts, 3,000 interactive touch screens, and 10,000 square meters of outdoor LED displays, forming a multi-dimensional communication system encompassing “news-papers, journals, websites, apps, social media, and screens” that reaches over 200 million users.

The Group actively explores an innovation-driven development model propelled by capital, technology, and talent, continuously expanding its “Media+” industrial ecosystem. The flagship “Southern Commentary Highland” effectively guides public opinion through mainstream commentary. In recent years, over 100 commentaries from *Southern Daily* have been republished and recommended by central media outlets such as *People’s Daily* and Xinhua News Agency. In terms of talent development, the Group has implemented the “Mainstream Influencer” cultivation program for renowned Southern journalists, vigorously developing all-media and expert-type talent.

The top-level design of Southern Media Group aims to build a smart cultural media group through deep integration and comprehensive transformation, implementing three core strategies: mobile-first, data-first, and user-first. This framework establishes four major platforms: party media propaganda, multi-dimensional communication, data services, and industry expansion.

Under this top-level design, twelve key projects have been implemented, including the establishment of a Compensation and Assessment Committee, a Budget and Performance Committee, and a Technology Committee; the integration of newspaper, web, and app operations to enhance the influence of “Southern+”; the advancement of industrial park construction; the development of the “Southern Party Building Think Tank”; and participation in Guangdong’s “Digital Government” initiative.

Secretary Liu Hongbing proposed the deep implementation of smart transformation to accelerate the reconstruction of development closed loops, creating three new cycles: first, in building new mainstream media, establishing a mutually supportive and promoting development cycle among party media propaganda, multi-dimensional communication, and data services. Second, in expanding diversified cultural industries, establishing a mutually supportive and promoting development cycle among themed parks, physical industries, and financial invest-

ment. Third, in building a smart cultural media group, establishing a mutually supportive and promoting development cycle between new mainstream media and diversified cultural industries. Through practice, we have explored three closed loops that leverage our unique advantages.

Practice: Enhancing Technical Capabilities to Serve Convergence and Transformation

The Group established a Technology Committee to coordinate technology resources across the entire Group.

Note: Figure translations are in progress. See original paper for figures.

Source: ChinaXiv — Machine translation. Verify with original.