

## TENCENT'S CORPORATE STRATEGIC ORGANIZATIONAL DIGITAL MANAGEMENT AND DIGITAL TRANSFORMATION: A CASE STUDY

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### Abstract

In the recent period, Tencent has changed the current organizational structure. The new person in charge coordinates the company's product, operation, market, and content cooperation in the company's China business, including Wechat, QQ, TIM, Tencent Video, Search, Tencent Games and other businesses and products. Tencent's corporate strategy upgrade and digital transformation have also begun. As Tencent's long-time helm, the identity of the founder Ma hua teng will be transformed into "Tencent Global CEO". Tencent's corporate strategic transformation is more globalized. CEO of f Ma hua teng has made it clear that in the future, he will spend more energy to improve the Tencent's global management team, lead Tencent's global strategy and digital platform development, and focus more on the exploration and development of long-term major issues. Strategic thinking, including global corporate management research, corporate social responsibility, and new business directions such as education. In addition, Tencent has offices in 30 countries and more than 180 cities, with more than 55,000 employees, and it is expected that the global labor force will reach 10,000 this year. The research in this paper found some literature data from google scholar and Baidu Encyclopedia for analysis and description digital transformation and Strategic Organizational Digital of Tencent, for such a global famous company, global digital management is bound to be a problem.

This research methodology mainly uses mixed research methods to study some theories and practices of Tencent's digital transformation, including the use the mixed methods of quantitative and qualitative research methods. The purpose of this study is to help enterprises have some ideas and innovative approaches in digital transformation and organizational change through the case of Tencent's digital transformation. In addition, the study always uses statistical software such as Stat, SPSS, EXCEL, statistical data, our research paper just only used EXCEL Software is used for data analysis. and use hypothetical testing methods to introduce the global conceptual framework. Tencent's mission and vision: a global creation and communication platform. Tencent has officially announced the company's brand-new mission and vision statement today through WeChat, adding on to its previously announced "tech for social good". The Tencent firm's official new mission is: User-centered and creating tech for social good as well.

**Submission:** 11 December 2021; **Acceptance:** 28 January 2022



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### **Keywords**

Strategic Management, Digital transformation, Quantitative and Qualitative Research, Global Digital Management

### **Introduction**

With the development of technology, the strategic transformation of Tencent is also very fast. The parent company Tencent of WeChat software has acquired a number of game studios in the past few months and has purchased the exclusive distribution rights of a number of games. It is preparing to enter the field of games and online education on a large scale. As currently the highest-valued startup company in China, Tencent has established a mature game department and online education industry in a short period of time by relying on the strong financial strength and has dug a large number of top talents from competitors. At present, the number of employees of Tencent has exceeded 100,000. With the in-depth development of globalization, the official layout of Tencent's globalization began in August 2010. In the past few years, Tencent has launched a number of influential products overseas, including WeChat, VoVo, TIM, Tencent cloud, etc. In 2020, CEO Ma hua teng set a "small goal", expressing his hope to achieve globalization within three years, that is, more than half of the users will come from overseas. Tencent has always been outstanding in the globalization of Internet business. Its products cover 150 countries and regions, and 85 languages. Overseas students are also using byte products overseas. Therefore, Tencent has become the first choice for technical overseas students to return to their country for employment and enterprises. Tencent's transformation variables include the product latitudes of different national markets and different industries to support his corporate strategic transformation and upgrading. The globalized market includes markets such as America, Europe, Asia, Australia, and Africa, and the product range covers short Video, content, social, corporate services, and online educational games, and other fields. These modules can be products, solutions, components, or tools. Digital transformation and transformation will help Tencent continuously improve its digital capabilities. This study paper refers to some google references, and all the references used are shown in the final references.

### **Literature Review**

Tencent's internal digital transformation is also advancing, and for Tencent's 100,000 employees, all daily work activities, including learning, office, organization, and business, can all be completed online, and the experience is seamless. All these actions are based on a unified digital sharing service platform. The platform integrates a large number of productivity tools, such as corporate WeChat, QQ, TIM software, Tencent meetings-Voov, small programs, and Tencent's self-developed management tools, such as finance, HR, and knowledge management. So, no matter who, where, or what you do, you can complete a day's closed-loop work based on such a platform. It is precise because of such a platform that during the epidemic, Tencent's business was basically

not affected. Such a set of digital platforms of Tencent is also suitable for large enterprises, especially group-type enterprises with complex organizational structures and diversified businesses represented by state-owned enterprises. It combined the organizational and business characteristics of state-owned enterprises, and launched the "Borderless Digital Platform for Cloud Travel" last year, hoping that corporate employees can also have the same online work experience as Tencent employees. Tencent believes that talent is a topic that cannot be bypassed in digital transformation. When Tencent recruits and cultivates talents, it usually focuses on two categories, one is business personnel who understand technology, and the other is technical personnel who understand business. This is the T-shaped talent (interdisciplinary compound talent) that is often mentioned nowadays. The main research method of this paper is the method and description of qualitative analysis. Digital transformation is a complex giant system. Tencent Cloud adopts a "modular" design concept in the construction of digital capabilities. It is hoped that the complexity of the system can be resolved by decomposing the system into relatively simple modules that have independent functions and can run independently. This study paper introduces the content of Tencent's organizational strategy digital transformation through some introductions and descriptions and finally concludes the study, hoping to help other companies in the process of digital transformation smoothly.

### **Tencent corporate's Strategic Management**

Tencent is one of the fastest-growing and leading Internet technology companies in recent years. Under the influence of the 2020 epidemic, industries such as video and live broadcasting, online office, education and training, and medical care are growing rapidly, driving-related employment growth. Tencent has a layout in these industries, and the investment is relatively large. Tencent 's desire for talent is also obvious. In 2020, the school recruits more than 12, 000 people, and the 2021 spring recruits provide more than 7000 job opportunities for school students. At the same time, Tencent 's Vigorous Education announced in February this year that it will recruit 10,000 people from the society in the next four months. At present, the total number of Tencent employees has reached 100,000. As the CEO of Tencent, Ma hua teng will lead the company's global strategy and development, focusing more on long-term exploration and strategic thinking on major issues, including global corporate management research, corporate social responsibility, and new businesses such as education. At the same time, Ma hua teng will spend more energy to improve the Tencent global management team. This adjustment is aimed at adapting to the development of Tencent 's global business, strengthening the team-building of the Chinese business, and improving management efficiency. In the exploration of globalization, technology going to the sea is the core idea of Tencent, which is to provide users around the world with a consistent product experience through a unified technical solution. Technology and recommendation systems can be used universally, and with certain localization of operations, they can be adapted to the local area. According to CEO Ma hua teng 2020, this is like the relationship between a cup and a drink. The same cup can hold drinks of different flavors. This is the basic key that Tencent found when it promoted internationalization, and behind it points to the underlying logic and technical mid-stage system of Tencent's products. Take WeChat as an example. The former head of Tencent 's global strategic cooperation & marketing and the founding member of WeChat, Zhang xiao long, analyzed the reasons for the successful globalization of this product in a public salon:

Tencent is distributed by algorithms. Content, the underlying product logic is relatively clear and simple, only need to continue to operate the rich content production end, and continuously improve the refined operation + algorithm distribution to meet the content consumption end. The same global product logic, supplemented by deep localized content and user operations, is one of the foundations for WeChat's success. Tencent itself does not divide business divisions according to business lines, only the technology department, user growth department, and commercialization department. These three departments are responsible for product development, user retention, and monetization. Simply put, although the front desk operates more than a dozen apps at the same time, except for some project managers, engineers, and operators who are bound to a specific product, a large number of other R&D and data tasks are supported by the middle station. The middle-station mechanism can ensure that the company's technical capabilities can be maximized by each product.

### **Tencent corporate's businesses Digital transformation**

The mission of Tencent is that there is no mission so that all employees can work efficiently in an open environment. The vision of Tencent is to build a global creation and communication platform. The values of Tencent are the pursuit of perfection, pragmatism, and courage, openness, and humility, clear, and always entrepreneurial. Tencent corporate culture: Strengthen the implementation of technological innovation, fulfill the social responsibilities of platform governance, content construction, and information services. Tencent's platform governance is the primary responsibility of the enterprise; the second is the responsibility of technological innovation. As a technology company, development is the number one priority, talent is the number one resource, and innovation is the number one driving force. Tencent is committed to applying artificial intelligence and other technologies to society to promote social progress; the last is the responsibility of content construction and information services. The corporate culture of Tencent is an important part of organizational construction, and together with its mission and vision, it forms the foundation of corporate growth and development. Internet companies are particularly concerned about their corporate culture due to their large market volume and the large number of employees. As Tencent has gradually penetrated into various industries with related technologies such as artificial intelligence and data analysis, more traditional enterprises are facing the need for digital transformation in order to obtain good and sustainable development. The digital transformation of most companies is inseparable from the upgrading of technology and organizational culture such as data analysis. With the global economic transformation and upgrading, China's economy is facing challenges brought about by the intertwining of structural, institutional, and cyclical issues. Facing major changes unseen in a century, China's business school education must also cater to social development and make further progress. Adjust and accelerate digital transformation. Tencent has sorted out some common data product types, including the following digital transformation directions. About Tencent's BI report data products: products for real-time analysis and production of visual reports for enterprises. About Tencent's SaaS data products: Planning and sorting out the needs of the entire industry around a certain industry, and transforming it into data products that can be used by the entire industry. About

Tencent's PaaS data products: ecological or platform data products. PaaS data products will involve different B-end companies or C-end user groups in this ecological field. Tencent's business model data products: The characteristics of such data products are reflected in the design of their business models. Applications such as loan supermarkets and car rentals are all such data products. Vertical field data products: data products that focus on a certain field, such as ink weather, business cards, etc. Other data products: such as enterprise information query data products.

### The Conceptual Framework, Hypothesis theory

The digital transformation of Tencent 's technology and the upgrading of Tencent 's organizational structure is composed of multiple aspects. The digital transformation and organizational structure upgrade of Tencent 's enterprise technology includes Talents Training and recruitment, Technology Innovation, Enterprise's Change the vision, Change the legacy platform, Change the way of organization and team collaboration, etc. The specific conceptual framework is as follows;

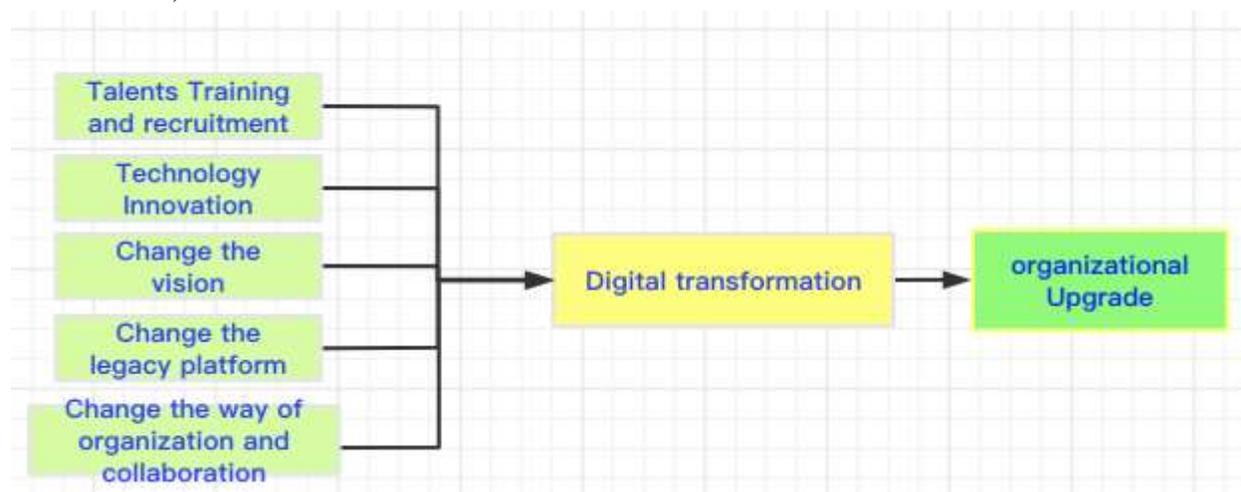


Figure 1: The conceptual framework of Tencent's digital transformation and Strategic Management

Based on the above Figure 1's description and analysis, we can see that Tencent digital Transformation learning often happens spontaneously and unconsciously without any prior stated objectives regarding learning outcomes, but it has the potential to prepare to think critically and solve complex digital transformation and organizational management problems, and has more autonomy independence in the learning process [5 independent variables and 1 dependent variable]. According to the above conceptual framework, we can see the relationship between IV and DV. IV also has the following five aspects introduced; The digital transformation and technology innovation of Tencent's Hypotheses testing theory is as follows;

1. H1. There is a direct relationship between talent training, digital recruitment, Tencent digital transformation and Tencent organizational upgrade.
2. H2. There is a direct relationship between technology innovation, Tencent digital transformation and organizational upgrade.
3. H3. There is a direct relationship between changing vision, Tencent digital transformation and organizational upgrade.
4. H4. There is a direct relationship between changing the legacy platform, Tencent digital transformation and organizational upgrade.
5. H5. There is a direct relationship between changing the way of organization collaboration, Tencent digital transformation and organizational upgrade.

From the above conceptual framework of Tencent's digital transformation and Strategic Management structure diagram 1, we also can see that the independent variable has 3 factors, the dependent variable, and another factor. These 5 independent variables are finally mapped to 1 dependent variable, which is corporate's digital management and information technology innovation, organization Upgrade and transformation of management organization structure, Enhanced Tencent's digital transformation.

**The Independent variables (IV) are as follows;**

1. Tencent's talent training, digital recruitment
2. Technology Innovation of Tencent corporate
3. Tencent changing vision
4. Changing the legacy platform
5. Changing the way of organization collaboration

**Dependent variable (DV) is as follows;**

Tencent's digital transformation and organizational upgrade

### **Methodology**

The research in this paper mainly uses excel software to analyze the data of the sample, and draws the conclusion of Tencent's digital transformation. The Methodology of digital transformation and organizational structure upgrade of Tencent's enterprise technology can use employee questionnaires, collect more than 100 employees' feedback, classify and analyze the feedback, and get some operations and suggestions for enterprise transformation. The sea can be used for different departments of the company. Interviews with employees to make recommendations for the company's digital transformation and upgrade. Regarding the technological innovation and upgrading of Tencent, Tencent has also used many high technology and core technologies in the industry to upgrade platforms and algorithms to improve R&D efficiency and the quality of R&D products. The "AI and big data Engine" department of Tencent

will officially release cloud computing IaaS (Infrastructure as a Service) services including computing, storage, and networking from September to October this year. In addition to the built data center in Tianjin and Xian, Tencent is also planning to build large data centers in Shanghai, Shenzhen and other cities or surrounding areas to provide external IaaS services and SaaS Cloud services. The questionnaire survey contains a series of digital issues related to digital transformation. The first question is what technologies are needed in the department to improve the efficiency of digital transformation. The second question is the current bottlenecks and problems in the various businesses of Tencent's department. The third question is Tencent's satisfaction survey in the digital transformation process of various business lines, as well as some other digital transformation and efficiency issues. Through the analysis of these issues, Tencent has compiled some solutions to the problems in the digital transformation process and then promoted them through the company's platform and implementation. This research article mainly sends the five aspects of digital transformation through electronic questionnaires, which is the most satisfactory. Each aspect has levels 1, 2, 3, 4, and 5. The number selected by the user represents the level of satisfaction, and 1 is the lowest. Satisfied, 5 is the highest satisfaction, and finally, 100 electronic questionnaires were collected to collect sample data. The design of the questionnaire's satisfaction questions was relatively simple. ANOVA data analysis was carried out on the collected sample data, and some analysis conclusions were drawn as following.

The Variables: DI is organizational upgrade, Digital transformation points (5 IV).

$$H_0: \mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$$

$$H_1: \text{at least 1 } \mu_i \neq \mu_j \text{ for at least 1 } (i, j)$$

Set up  $\alpha=0.05$

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	69.7337324	4	17.4334331	9.01290574	5.8797E-07	2.3959381
Within Groups	719.550087	372	1.93427443			
Total	789.28382	376				

Table 1: ANOVA table of digital transformation for different theory aspects.

Based on the table 1, we have an information that p- value (5.88 E-22) is less than the significance level. Thus, we reject the Ho. Furthermore, this gives an idea that the digital transformation of the Tecent in different aspects are not the same.

#### SUMMARY

Groups	Count	Sum	Average	Variance
talent training, digital recruitment	78	212	2.71794872	2.64668665

Technology Innovation	72	218	3.02777778	2.47809077
changing vision	98	208	2.12244898	1.77866611
Changing the legacy platform	84	257	3.05952381	1.3819564
Changing the way of organization collaboration	45	152	3.37777778	1.19494949

Table 2: Summary statistics of digital transformation in different theory aspects.

Based on the table1 and table 2, Since we reject the Ho, this indicates that there is a significant difference in terms of Tencent's digital transformation in different theory aspects. Also, based on summary statistics we can see or there is a higher chance that the digital transformation in the talent training, digital recruitment is comparatively bigger than other aspects. This followed by the digital transformation in talent training, digital recruitment. However, the Tencent's digital transformation in the 4 aspects are not very much different in terms of average value. This can be further examined by using independent sample T test.

To sum up, according to the above digital satisfaction data analysis, we can also see that Tencent's various business lines also attach great importance to digital transformation and organizational upgrading. Through the digital questionnaire survey of various digital aspects of Tencent, Tencent's various theory are satisfied with the digital transformation and organizational upgrade, realizing the purpose of digitization and corporate strategy digitization. The theory of this research uses some descriptive words to describe some content of Tencent's digital transformation and promotion of organizational structure upgrade.

## Results and Discussion

About digital transformation and organizational upgrade of Tencent, Tencent corporate will develop the AI and Big data Engine in the future, the key directions listed by AI and Big data Engine; retail, cultural tourism, finance, pan-Internet, and automobiles-in every industry, there are already competitors standing by. Alibaba, Tencent, and Huawei, which entered the game earlier, have not only entered more industries, but also have more detailed management of various industries. Only within the pan-Internet, they have separated audio and video, e-commerce, games and other different tracks. The vision of Tencent is to build a "global creation and communication platform" in the future. Tencent 's global layout began in 2012, and "technology going to sea" is the core strategy of Tencent's global development. Tencent Artificial Intelligence Laboratory was established in 2014, aiming to explore long-term and open issues in artificial intelligence-related fields and help the company realize its vision for future development. It's independently developed Today WeChat client software uses massive information collection, in-depth data mining, and user behavior analysis to intelligently recommend personalized information for users, thus creating a brand-new news reading mode. The work content includes assisting in completing the project that

the instructor is doing, and the time is one month. The communication content includes assigning tasks, teaching students to do tasks, and commenting on tasks. Since the projects are all real projects in the hands of the instructor, there is a deadline. Students must take it seriously and complete it on time. So as not to affect the progress of the tutor's work. Regarding the development of Tencent's globalization strategy and marketing, Tencent chose to promote its globalization strategy through investment at this time. There are two major backgrounds. In its own business, the global influence of WeChat and VoVo products has been established, and the path of advertising monetization has been clear. Trying to replicate WeChat's success in e-commerce live broadcasts and become WeChat's next important growth business place. Tencent's technology changes rapidly, but organizational changes are much slower. This is the first law of digital transformation. Therefore, companies must promote organizational changes and create transformation capabilities so that they can successfully achieve digital transformation.

All in all, according to the above discussion and research of the above hypothesis testing, the research results of this study paper can be seen, and the final research hypothesis testing is all accepted and promotes the digital transformation of Tencent corporate. The study paper only stated EXCEL Software is used for data analysis. The Tencent corporate's digital transformation that is very complex and requires many factors, technologies, talents, cultures to work together to achieve it.

### **Limitations**

According to the survey, the sample data studied in this paper is due to the company's questionnaire survey, so the limitation of this paper is that the number of research samples in this paper is limited, and only about 100 questionnaire sample data can be collected for statistical analysis and analysis of the theme and conclusion of this paper. Moreover, it is hoped that the research in this paper can help many enterprises or business to improve their digital transformation and digital Strategic management. In addition, there are also many factors for digital transformation to help enterprises improve their organizational structure, not only the five IV factors studied in this paper, so other papers can also adjust and increase the factors and theories in the process of digital transformation according to different enterprise characteristics.

### **Conclusions**

Tencent's digital transformation includes not only social platforms but also digital platforms and advertising businesses. Compared to advertising, the business model of Tencent e-commerce is heavier. Tencent also has many platforms and accumulations in other fields and platforms for digital transformation. In terms of the supply chain, transaction mechanism, logistics, customer service, etc., it needs to have more in-depth cooperation with local enterprises, and investment has become a major starting point for cooperation. In some counties, many products of Tencent, including WeChat, TIM, VoVo, Tencent cloud etc. are also in progress. It was taken off the shelf

long ago. The rapid development of science and technology not only creates favorable conditions for technology sales companies, but also benefits analysts, journalists, and consultants who provide technical advice to corporate management. But for managers themselves, For Tencent Company to transform digital transformation from a project to a capability, from a limited time investment to a permanent digital transformation innovation factory, you need to do the following three things: First of all, change the vision; most people don't like change. If you want to promote change, you need to show others the benefits of change. This requires the use of transformational vision to help employees clarify the reasons for the change and what role they can play in the transformation process. Without a clear and convincing vision, employees will at best give full stack of support. Most employees will ignore the change, hoping that it will disappear automatically. There may even be employees who oppose change in the open or in the dark (this is more common). A great vision can portray a company that will develop better. Such a company is a better choice for customers and employees. You need to let others understand why the new vision is better than the original mode of operation, and you also need to let the company's employees understand how to adapt to this transformation process and the future state of the organization. If you have created the conditions, your employees can even offer advice and suggestions to make the vision a reality.

Secondly, companies change the legacy platform, the technology itself cannot create value, if the technology is not effective, it will also weaken the value. The legacy platforms of many organizations—messy business processes and outdated and intricate networks of IT systems—are the main factors that cause inertia and costs in the digital transformation process.

Finally; The change the way of organization and collaboration. The various difficulties faced by the manufacturing giant General Electric (GE) in the process of transforming to a digital Internet of Things platform are not caused by technical problems. General Electric has accumulated deep expertise in the Internet of Things and machine learning, and has introduced many very attractive new ideas.

Regarding the development of digital transformation, Tencent has also made a lot of applications in technology. Tencent established the AI and big data engine business, which was officially released in June 2010, and initially entered the market with "marketing growth" related technical services. AI and big data Engine are holding its first press conference of this year today to introduce its achievements in "data-driven growth", but will not mention IaaS services for the time being. Enter the B-side infrastructure", such as "databases, cloud computing, chips, etc.", "if it can be done, it will be an improvement to Chinese technology companies." In the to-C business, Tencent has once exploded with TIM software, Tencent public and private Cloud, Tencent education, Tencent Games, etc. The emergence of a new force in the BAT pattern has taken an independent path. The absence of any one of them has broken the previous stereotype of some people that it is difficult for startups to challenge giants. In the To-B business, they are still novices in the industry. It was still not valued or favored by other giants that entered the cloud computing market earlier. In terms of TenCent every R&D process and efficiency, the introduction of TenCent DevOps Development process management and automated testing, software automated monitoring and other technologies continues to improve product R&D efficiency and software

quality. The evaluation mechanism of software and various digital business platforms, various business lines continue to put forward constructive opinions and optimization suggestions on systems and platforms, and internal systems and platforms continue to enhance digital capabilities and creativity. During the epidemic period, the boundaries between the digital economy and the real economy of various companies have become increasingly blurred, the digital world is becoming a part of the real world, and the production factors, production methods, and production processes of industries are being reshaped by data. "Digital-first" will be the "must choose road" to build the future economy and reshape the development of the industry. In the process of Tencent's industrial digital upgrade, efficiency, safety, and ecology are the three major keywords. Efficiency is the key to business operations, and the purpose of the Industrial Internet is to reduce costs and increase efficiency. While industrial digitization creates huge value, it also generates massive amounts of data. Ensuring data security is a common proposition for the entire industry. Tencent also believes that ecological co-construction is the only option for industrial development. Tencent insists on being a "digital assistant" and combining the capabilities of its ecological partners to provide customers with the best products and services. Tencent's reforms conform to the wave of China's industrial digitization and digital industrialization, especially after the outbreak of the epidemic in 2020, the digital economy has become the driving force for the entire social and economic development, and the digital transformation of industries and enterprises has also become more and more critical well. The conclusion of this paper is that the process of digital transformation is very complex and requires many factors to work together to achieve well.

### **Acknowledgements**

Special thanks to my friends invite me to participate in this INTI University academic seminar. This research paper adopts mixed qualitative and quantitative analysis methods for research and discussion. Moreover, it will provide some suggestions and help for the digital management of Tencent corporate or other internet companies as well.

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