

News Media Disruption: Case Study of Chinese-Language Newspapers in Thailand*



¹Jingnan Zhao and Renliang Li

¹National Institute of Development Administration, Thailand.

¹Corresponding Author's Email: zhaojingnanvivan1983@gmail.com

Abstract

This research consisted of three objectives, namely: 1) to explore the development history of Chinese-language newspapers in Thailand, 2) to investigate the challenges of Chinese-language newspapers facing the new media disruption, and 3) to find out the opportunities of Chinese-language newspapers in Thailand, and finally figure out a guideline. A qualitative research study was conducted within 30 Chinese-language newspapers in Thailand stakeholders as participants, with data collected through secondary data analysis, in-depth interview, group discussion, and 1 case study of Sing Sian Yee Pao. The Lasswell's communication model is used to explain the challenges for Chinese-language newspapers facing new media disruption, and the Balance Scorecard-SWOT is used to indicate the opportunities for Chinese-language newspapers in Thailand, and develop a blueprint strategy. All participants met the study criteria and completed the interview.

The research result was found that: 1) The development process of Chinese-language newspapers in Thailand can be divided into 7 stages including: beginning, growth, development, setback, golden age, depression, and stable stages, based on the general view of the newspaper industry, 2) The Chinese-language newspapers in Thailand is confronted with many challenges in digital era, such as insufficient financial support, severe competition, and the survival gap, which limited its development. 3) These factors have adversely affected the Chinese-language newspapers in Thailand management and limited opportunities to development in the future. To apply these results, the newspapers should manage their business by using imperative strategies, such as development human resource, expansion of user base with accurate targeting, content production and other strategies that help to create competitive advantages customer satisfaction.

Keywords: News media disruption; Chinese-language newspapers in Thailand; Challenges; Opportunities; Media development strategy

*Received November 9, 2021; Revised December 21, 2021; Accepted December 29, 2021



Introduction

The Chinese-language media have founded more than 100 years in Thailand (Siripanyathiti, Chirachosakol, and Chatwechsiri, 2020). It plays unique role in Chinese community in Thailand and China-Thailand international communication (China News Service 2009). In the 21st century, the emerging new media business form has brought tremendous impact and challenges to the development of Thai media (Common, 2018). At the same time, the Chinese-language newspapers in Thailand is also facing a dilemma which slow down its development (China News Service, 2019).

As longest history Chinese-language newspaper in Thailand, Sing Sian Yer Pao was established on 1st January 1950 (Sing Sian Yer Pao, 2021). Since 1971, Sing Sian Yer Pao has prospered steadily with an amplified reputation. Steps into the 21st century, Sing Sian Yer Pao began to seek its own transformation (China News Service, 2019). On November 25, 2010, Country Group Thailand officially took in charge of Sing Sian Yer Pao and initiated the two “firsts” in its history, the first Chinese-language newspapers in Thailand using simplified Chinese characters and the first modernization of corporate management (Yu, 2013). On November 5, 2013, Sing Sian Yer Pao and China Nanfang Media Group held a strategic cooperation signing ceremony. This is the first time that a Chinese-language newspaper in Thailand has in-depth cooperation with the Chinese newspaper industry (Yu, 2013). On 11th January 2020, Sing Sian Yer Pao welcomed the 70 years birthday. Her Royal Highness Princess Maha Chakri Sirindhorn attended the anniversary celebration and expressed her wishes (Wang, 2020). Cai Shangxin, a Thai Chinese-born entrepreneur, has served as the chairman of Sing Sian Yer Pao expressed that currently, by operating synchronously on media platforms including newspapers, websites, e-news, WeChat, and Weibo, they jointly built multimedia and multi-dimensional communication platform, pushing the layout and development of Sing Sian Yer Pao in the new media sector to a higher level. The newspaper has integrated with online media and formed a complete media matrix.

Global communication is a broad field that incorporates multiple disciplines of communication, including intercultural, political, health, media, crisis, social advocacy, and integrated marketing communications (Tehrani, 1997). The history of Chinese-language newspapers in Thailand is prominent in the history of international communication and immigration media. Secondly, the cultural characteristics of Chinese newspapers are obvious. Xu (2012) believes that “culture” first appeared in the middle of the 19th century. Culture includes three levels: surface culture of artifacts; the various institutional cultures formed; and



the psychological structure. Chinese-language newspapers in Thailand are an important tool for local Chinese social and cultural exchanges and communication, and an important platform for Chinese to obtain information and carry out cultural activities. Media disruption caused by the internet has transformed the way the news is produced, delivered, and consumed across the world. Consumers have become active participants and users of news media rather than only passive readers and viewers (Newman, 2011). Mankind has entered the era of the Internet, and the global popularity of social media has caused the rapid development of Chinese-language newspapers in Thailand.

The Chinese-language newspapers in Thailand is confronted with many challenges in recent years. In terms of the form of outcome research results, through the process and method of writing the thesis. The specific study influences mainly appear in terms of scientific value, social and economic benefits. This study can give 6 Chinese-language newspapers in Thailand management and development guidelines based on theoretical research to help them improve social value and improve economic efficiency. The research develops strategies and suggestions of the Chinese-language newspaper industry in Thailand that should focus on the policy suggestions, such as policy and finance support, building media links, seize the opportunity.

Objectives of the research

1. To review the history of Chinese-language newspapers in Thailand and situation.
2. To find out the challenges of the Chinese-language newspapers in Thailand.
3. To find out the opportunities and development strategies of the Chinese-language newspapers in Thailand.

Research Methodology

Primary data and secondary data studies were conducted to examine the history and media disruption of Chinese-language newspapers in Thailand. A case study of Sing Sian Yee Pao is presented, as well as the results of qualitative interviews are presented that focused on 6 newspapers involving 30 key informants and three focus group discussions with 20 participants working for Chinese-language newspapers in Thailand and Chinese-language new media platforms, 5 Thai Chinese community leaders, and five participants working for both Thai and Chinese government communication offices.

1st Step: Document study is obtained from Chinese-language newspapers, universities,



government departments, Thai-Chinese communities, and published reports and publications available online and offline.

2nd Step: The field study took place in the Bangkok Metropolitan area and surrounding provinces.

3rd Step: There are 30 key informants selected for this research, including the Chinese-language newspaper practitioner such as the owners, managers, editors, Thai-Chinese communities' leaders, governmental officers.

4th Step: Research instruments and methods used in the study: 1) Quantitative study: This study employed a qualitative method for analyzing the challenges under the Lasswell's communication model. 2) Focus group discussion: 3 focus group discussions were conducted with 20 participants working for Chinese-language newspapers in Thailand and Chinese-language new media platforms, 5 participants from Thai Chinese communities' leaders, and 5 participants working for both Thai and Chinese governmental communication offices.

5th Step: The data collection conducted into two phases from November 2020 to January 2021. Phase I marks the research activities mainly related to secondary data collection. Phase II states with the primary qualitative data collection.

6th Step: Data Analysis: 1) The study regards the "5W" model as the analysis method, takes a profound insight into analyzing the grim challenges facing the Chinese-language newspaper industry in Thailand in the new media era. 2) The collected data were analyzed using intensive Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and thematic content analysis about the Chinese-language newspapers' development strategies. 3) Balance Scorecard-SWOT analysis was used in this study to explore the opportunities of Chinese-language newspapers development, as well as to investigate the management plan.

Research Result

Objective 1; Hanjing Daily founded in 1903 as the first Chinese language newspaper in Thailand (Wang, 1998). From the beginning of the 20th century to the present, Chinese newspapers in Thailand have gone through more than 110 years of history, with more than 334 Chinese newspapers and periodicals appearing one after another, including 184 newspapers and 150 periodicals (China News Service, 2019). The 1 objective is to review the history of Chinese-language newspapers in Thailand, from the research result, it was found that the history of Chinese-language newspapers in Thailand can be roughly divided into 7 stages, including: beginning, growth, development, setback, golden age, depression, and stable



period.

From 1903 to 1911, the revolutionaries and royalists of Qing Dynasty of China were engaged in a fierce public opinion struggle overseas as the political consciousness of the Chinese people in Thailand increased. In addition to the Hanjing Daily, eight other dailies had been published in Thailand, including the Southern Zhonghua Daily, Qinan Daily, New Huaxian Daily and Tongqiao Daily (Wang, 1998). It was as the beginning stage for Chinese-language newspapers in Thailand.

The second is the growth stage (1912-1925). The Republic of China was founded and struggles between revolutionaries and royalists gradually subsided in overseas Chinese societies (Zhang, 2020). The function of Chinese newspapers as information media was prominent. Six Chinese newspapers, such as the Tianhan Gazette, Qunbao, Xiabao, Xianjing Daily, Lianqiao, Qiaosheng, were successively founded during this period (Xie, 1964).

The Guomin Daily, which was published in Bangkok in 1926, was the first newspaper reporting news and publishing articles in vernacular Chinese as well as the first newspaper using various fonts, especially small fonts for typography (China News Service, 2005). During 1926 to 1938, it is developmental stage of Chinese-language newspapers in Thailand, as the third period. Huaqiao Daily and the Chenzhong Daily founded at the same time began their mass market operation, marking the mature development period of the Chinese media in Thailand (China News Service, 2019). However, after the outbreak of the September 18 Incident in 1931, anti-Japanese comments of Chinese newspapers were very strong, and the Thai authorities revoked their licenses and ordered them to stop publication occasionally (China News Service, 2019).

During the World War II (1939-1944), almost all Chinese schools were closed, and Chinese newspapers were banned as well since the Phibunsongkhram government took power in Thailand in 1938 (Wang, 1998). Zhongyuan News became the only remaining Chinese-language newspaper in Thailand in 1939, which was later taken over by Japan and was called the Pseudo Zhongyuan News. Until 1943 the Thai authorities allowed another Chinese newspaper, the Taihua Business News, to be published in Bangkok (China News Service, 2019). It is considered as the setback stage.

After the Japanese surrendered in 1945, Chinese-language newspapers in Thailand began to revive and entered a golden age between 1945 to 1948. During this period, there were 101 Chinese newspapers in Bangkok (China News Service, 2019). Firstly, the Zhongyuan News returned to its original owner and resumed publication, followed by the



Zhongguorenbao, Quanmin News, Gongyan News, Wenhua News, Nansheng News and ZhongHua News, etc. And the Sing Sian Yer Pao and the World News still in existence were also founded in this period (China News Service, 2009).

The sixth is the depression stage (1959-1970). The Thai Sarit government came to power in 1958 and once again closed the door of the free establishment of Chinese-language newspapers, which announced the arrival of the doom of the Chinese media industry (Xu, 1979). Later, Thanom government continued the policy of restricting Chinese-language newspapers in Thailand. Newspapers disseminating any information content on the Chinese mainland or slightly inclined to the People's Republic were all locked up. During this period, only the Sing Sian Yer Pao and the World News survived, and only two Chinese dailies, the New Daily (later renamed Zhonghua Daily) and the Jinghua Daily, were allowed to be founded (China News Service, 2019).

The seventh is the stable stage (1970 to present). Under the background of the increasing global influence of Chinese mainland, the establishment of diplomatic ties between China and Thailand and the sustained development of the bilateral relation as well as the rapid grow of Thailand's economy, Chinese media have integrated into the Thai society as well as the overseas Chinese (China Embassy, 2020). In the past 30 to 40 years, 21 Chinese newspapers have been established in Thailand (China News Service, 2019). There are also the Chunhua Quarterly, Zhaohui Series and other Chinese periodicals on current politics, economy, entertainment, literature, and art (China News Service, 2009).

At this stage, when the Asia News Time started publication in 1993, the pattern of coexisting development of 6 Chinese dailies in Bangkok has lasted for 24 years (China News Service, 2019), namely Sing Sian Yer Pao, The Universal Daily News, Tong Hua Daily News, The New Chinese Daily News, and Kia Hua Tong Nguan. In general, the development of Chinese-language newspapers in the past several years is basically in sync with the trend of Thailand and the world's newspaper industry.

Objective 2; In the 21st century, the emerging new media business form has brought tremendous impact and challenges to the development of Thai media. The Chinese-language newspapers in Thailand is also facing a dilemma.

2.1 From the perspective of the communicator, the Chinese-language newspapers in Thailand is the scarcity of Chinese communication professionals.

2.2 From the angle of the audience, the decline of Chinese-language newspaper audience mainly includes the gradual withdrawal of the old Thai-Chinese, the decrease of the



Chinese language ability of the new-generation Thai-Chinese, the declining attention of the new-generation to origin China and its circle, as well as the unrecognition of the new-generation overseas Chinese to the traditional media;

2.3 The current communication content of Chinese-language newspapers in Thailand indicates some defects, such as lack of originality, homogenization, and insufficient content value.

2.4 Based on the medium, the biggest problem faced by the Chinese-language newspapers in Thailand in communication channels is the lagging development of new media technology. With the rapid striding of media technology, the competition of the media industry is extremely fierce.

Objective 3; The third objective is to study the opportunities and developmental strategies of Chinese-languages newspapers in Thailand.

3.1 To analyze the strengths and weaknesses of Chinese-language newspapers in Thailand, it examined accordingly through SWOT. **1) Strengths:** Firstly, brand value. Chinese-language newspapers in Thailand have been standing tall among various Thai media for years and have already become famous brands nationwide. Secondly, precise targeting. Theses newspapers are for the Chinese community which already defined their natural audience as ethnic Chinese in Thailand. **2) Weaknesses:** The first weakness is the shortfall of professionals. The second weakness lies in inadequate funding. Funding is a required source of energy for the development of Chinese-language newspapers in Thailand and is of vital importance to their survival and future progress. **3) Opportunities:** China's Belt and Road Initiative (BRI), Thailand 4.0 strategic planning and ASEAN integration policies all have a catalytic influence on the development of Chinese-language newspapers in Thailand. Secondly, marketing opportunities. As China-Thailand trade develops and multinational conglomerates expand their businesses, inquiries and demands on information relating to both China and Thailand will grow, giving a perfect development opportunity to Chinese-language newspapers in Thailand. **4) Threats:** The fast progress of new media has posed a great shock and challenges for the press industry in Thailand.

3.2 The BSC-SWOT matrix constructed on that basis gives a thorough display of its advantages and opportunities. **1) Finance:** Chinese-language newspapers in Thailand should focus their financial strategies on lower costs, higher revenues, and profitability to maximize shareholders' value. **2) Customers:** Chinese-language newspapers in Thailand need to define their customer and market segments, which is the origin of the revenue to fulfil financial



targets. 3) **Business Processes:** Firstly, define an internal value chain that starts with process innovation to identify demands of both existing and future customers and come up with new solutions accordingly. The second link on the chain is operation process, offering existing products and services to customers. At the end of the chain there is the after-sale service, offering support after the transaction to intensify the value customers acquire from news products and ad services (Zack M H.,1993). The business processes of Chinese-language newspapers in Thailand need to be customized according to the clients they serve. 4) **Learning and Growth:** Chinese-language newspapers in Thailand must invest in infrastructures including human resources, systems, and programs to achieve long-term financial growth. The learning and growth dimension consists of human capital, information capital and organization capital. In terms of human capital, Chinese-language newspapers in Thailand need to pay attention to fostering technical professionals, improving staff expertise, and attracting managerial talents.

3.3 Based on current conditions to realize sustainable development. This part offers an outlook of Chinese-language newspapers in Thailand through a SWOT analysis combined with the four areas of BSC that examines the internal and external context. The future development strategies of the Chinese-language newspapers in Thailand should focus on the following: 1) Human Resource Strategy (WHO): Chinese-language newspapers in Thailand should pay attention to the quality of new talents introduced and vigorously bring in technical, management and operation talents, to ensure that the users can have the best experience. 2) Expansion of user base with accurate targeting (TO WHOM): The scope of dissemination of Chinese news in Chinese-language newspapers in Thailand should be expanding, and the population of Thais who are proficient in Chinese but not of Chinese origin is also increasing day by day. Chinese-language newspapers in Thailand, especially those with certain influence in the ASEAN region, should pay attention to this new change and the new demands that it brings, and expand its audience base accordingly and make corresponding adjustments in its mission and operation goals. 3) Content production (SAY WHAT): Chinese-language newspapers in Thailand should hold on to the "content is king" mindset and effectively improve their brand value. It is necessary to comprehensively improve the collection value of newspapers. Essentially, both paper media and new media are carriers of content dissemination. 4) Operation mode (IN WHICH CHANNEL): Chinese-language newspapers in Thailand must improve their profitability and anti-risk capabilities through business model innovation, and ultimately achieve the mutual support and complementarity of business operation and content creation. 5) Integration (IN WHICH CHANNEL): For Chinese-language newspapers in



Thailand, it is required to continue to broaden dissemination channels by actively integrating with new media, enriching newspaper content, and achieving digital transformation. For Chinese-language newspapers in Thailand, development is inseparable from continuous integration with the Internet/mobile media as such multi-party integration helps to expand their own scale, realize rich and diversified media forms and content products, and continuous business innovation. 6) Cooperation: Chinese-language newspapers in Thailand need to strengthen their ties with mainstream media in Thailand and China to gain momentum for development. 7) Influence (WHICH EFFECT): For Chinese-language newspapers in Thailand, the brand building requires resource integration and establishing an information resource platform that serves overseas Chinese. Building a corporate relationship network to increase influence.

Table 1: Outlook of Chinese-language newspapers in Thailand Based on BSC-SWOT

	Internal Strengths		Internal Weaknesses		External Opportunities		External Threats	
	Strengths	SO Strategies	Weaknesses	WT Strategies	Opportunities	WO Strategies	Threats	ST Strategies
Finance	Low debt ratio	Offering consulting Resource services Make good use of funds	Lack funds	Enhance fund efficiency Reduce costs Revenue from existing/new customers Accelerate cash flow	The BRI “China craze”	Achieve capital integration by extending upstream and downstream along the industrial chain.	Impact of new media to traditional newspapers Shrinking ad income	Enhance profitability and receivable ratio
Customers	Customer loyalty Fix customer base Precise customer targeting	Improve customer stickiness Improve customer satisfaction Maintain customer relations Understand readers' demands Improve services and contents	Shrinking customer base	Attract new ad clients Increase market share Respond to readers' feedback	Broad market prospective Thailand 4.0 strategic planning Favorable policies relating the ASEAN integration	Promote international cooperation and find new sources of customers	Impact of social media	Publish authoritative information with credibility
Business Process	Brand image Understanding Thai society	Improve service Innovate in management	Underdeveloped management system	Set measurable KPI Design service regulations Strengthen	Progress in 5G techniques	Emphasize the fusion of media and technology, strengthen technical	producing homogenized contents Losing their influence	Raise rating standards for news articles Enhance the competence of reporters and editors



				management in operations		reforms, and deploy the 5G marketplace early in advance.		
Learning and Growth		Authorization Cooperation Build a learning organization	Lack professionals	Training and fostering Strengthen training appraisals Incentive plans	Favorable policies in China, Thailand, and ASEAN countries	Talent introduction	New media compete with traditional print newspapers for talents	Improve social responsibility Improve staff's competence

Analysis Source: Author

The new body of knowledge

This article examined the history review, challenges, and opportunities of Chinese-language newspapers in Thailand. Findings provide development strategy concerning the traditional newspaper industry facing the new media disruption. This paper may make up for the deficiencies and shortcomings of the current research on development strategy of Chinese-language Newspapers in Thailand and provide abundant and effective information with strong practical significance. The previous research focused on history, language, and cultural studies. This research focuses on proposing strategic guideline for the newspapers, and it fills the gaps in this subject. At present, Chinese-language newspapers in Thailand have not yet met the needs of readers under the Internet age. This paper attempts to focus on the management of Chinese-language newspapers in Thailand, starting from the deficiencies of current academic research, hoping to make breakthroughs. Hopefully, this paper will have certain reference significance for the continuous development of Chinese-language newspaper industry. At the same time, the Chinese-language newspaper industry in Thailand, as a part of the Thai newspaper industry, is of reference significance to Thai newspapers. Findings can be used as a resource for policy development in Chinese-language newspapers industry in Thailand also provide innovative ideas for researchers in other related contexts.

Discussion of research results

From the research result of the objective 1, it was found that the development process of Chinese-language newspapers in Thailand has been divided into 7 stages. This is because the development process is consistent with the research work of oversea Chinese-language media journalism history. Comprehensive academic achievements, research priorities,



academic backgrounds, etc., overseas Chinese-language media research in China formed a discipline in the 1980s and 1990s. At this stage of the study, journalism history is the main research theory, which has attracted the attention of many academic circles. The book "Research on the History of Overseas Chinese News" published in 1998, written by Wang Shigu, the former president of China News Service. The book is focusing on the introduction of Chinese-language newspapers in the United States, Southeast Asia, and Australia. In particular, he summarized the internal relationship between the development of overseas Chinese-language newspapers and the influence of China's domestic politics overseas. The academic circles generally believe that the history of the development of Chinese-language newspaper industry in Southeast Asia can be divided into six stages: the beginning, the growth the development, the prosperous, the shrinking, and the stable period (Cai, 2019). Based on previous research, my research deeply analyzes the characteristics of Chinese-language newspapers in Thailand and divides the development history into seven stages. This research covers a specific range of Chinese-language newspapers in Thailand. The study explored the relationship between the ancestral country and host country for Chinese from the angle of globalization, and the impacts of different regions, cultures, and environments on the newspaper market and audience.

From the research result of the objective 2, it was found that Chinese-language newspapers in Thailand facing hard challenges. This is because challenge deconstruction is consistent with the concept of new media disruption and Lasswell' communication model theory. The Digital revolution has witnessed a transformation in the medium through which newspaper corporations share information with consumers. Traditionally, newspaper dailies were solely distributed via print paper. Online newspapers have since emerged. The shift has been nearly inevitable given the ever-growing technological advancements coupled with the production constraints associated with information publishing. Digital media affects print media. A study conducted by Smith et al. (2011) supports this by arguing that young people are the majority of internet users, with 98% of students in the US being internet users. This is consistent with Karambelkar's (2019) findings on a study based on the impact of digital media on print media. The author focused on how social media platforms such as Facebook, Twitter, and Instagram have impacted print media, specifically newspapers. My study found that there is a significant drop in Chinese-language newspapers in Thailand. This research provides a new method.

From the research result of the objective 3, it was found that there are huge



opportunities for Chinese-language newspapers in Thailand and conclude into development strategies. This is because opportunity analysis is consistent with the BSC-SWOT theory and the research work of Chinese-language newspapers in it. Concerning the research contents of Chinese-language newspapers in it, research achievements are most focused on the political trend, diplomatic relations, history, culture, language, and literature of Thailand, not in development study. This study systematically sorting out the overview of Chinese-language newspapers in it, especially the development of newspapers, this is the new analytic perspective.

Conclusion

The development history of the Chinese-language newspaper industry in Thailand can be roughly divided into seven stages: germination, growth, development, setback, revival, depression, and stability. Under the disruption of new media, Chinese-language newspapers in Thailand face many challenges, including lack of talents, shortage of funds, inability to innovate technology, loose management, and inability to adapt to new markets. Besides, the influence of the Chinese-language newspaper industry in Thailand shows a community-oriented and de-massed development trend. The Chinese-language newspaper in Thailand should follow the changes of the times, constantly explore new profit points, expand the business scope, control corporate risks, focus on talent training and use 5G new technology to extricate themselves from the confusions caused by new environmental changes.

Suggestion

From the results of the research, the researcher has the suggestions as follows:

1. The suggestions from the research

From the research result of the 1st objective, it was found that the development process of Chinese-language newspapers in Thailand tilted with government media policy, Thailand-China relationship, and media marketing situation. Therefore, the governmental media office both in Thailand and China should, as always, care about the survival and development of overseas Chinese in Thailand, safeguard the legitimate and legal rights, and provide greater convenience for Chinese-language newspapers in Thailand to carry out exchanges and cooperation with other institute in the fields of economy, culture, science, and technology.

From the research result of the 2nd objective, it was found that the challenges facing



new media disruption. Therefore, the Chinese-language newspapers in Thailand would like to survive and development under the social form of “internet +”, they should follow the path of integrated development. Chinese-language newspapers should strengthen Internet thinking, adhere to the complementary advantages of traditional and emerging media, and develop as one, adhere to advanced technology as the support, content construction as the foundation, and Chinese culture as the foundation, and promote the traditional and emerging media in content, channels, platforms, talents, and talents. In-depth integration of operation and management, between the law of news dissemination and the law of new media development, find a way to sustainable development under the impact of new media.

From the research result of the 3rd objective, it was found that the development opportunity and strategy. Therefore, the Chinese-language newspapers in Thailand should gradually receive the attention of the local mainstream society by issuing bilingual editions and strengthening cooperation with local media. Integration will become an inevitable trend in the next development of Chinese-language newspapers in Thailand. The newspapers should locate themselves and compete rationally with each other. Through resource integration, the newspapers which cannot carry out changes can be filtered out, thereby optimizing the service and image and enhance the media competitiveness of Chinese-language newspapers in Thailand.

2. The future research should involve the following issues:

2.1 Chinese-language media research should focus media convergence research, including online media platforms, radio and television platforms, and traditional media platforms.

2.2 In the future research process, attention should be paid to cross-cultural research.

2.3 In terms of newspaper content production, how to create a "news central kitchen" to efficiently produce news suitable for multiple media platforms.

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