

to paid traffic. Participant 5 thought highly of shop attributes digitalization, which could help to Taobao searching accuracy. This result is in line with findings from [Richards and Li \(2018\)](#), who believed sponsored searching advertisement on Taobao would become more sophisticated and monetized in terms of customer search.

Cooperating with influencers has been proved to be effective method to increase SMEs' competences ([Rizomyliotis et al., 2018](#)). In 2020, influencer marketing is considered to represent a \$10 billion USD industry ([Haenlein et al., 2020](#)). In this study, Chinese SMEs cooperated with Taobao influencers mainly in two ways: live-streaming and Taobao blog posts. Compared to western countries, retailers in China adopt some unique strategies and distinctive platforms when it comes to influencer marketing. In addition, Taobao's social media aspects have been overlooked by researchers. Therefore, findings of Taobao influencer marketing could not be related to past literature.

The fact that Chinese SMEs took advantage from shopping festivals on Taobao aligns with the literature regarding marketing plan's importance to the success of small business ([Parry et al., 2012](#)). Chinese SMEs on Taobao are benefiting in terms of saving in their operational budget. On large e-commerce platforms, SMEs can follow planned marketing activities and they do not need to make promotion rules or set up online systems to support promotion. The most famous shopping festival in China is called Double 11, which is well studied. [Yang et al. \(2018\)](#) found out that consumers' purchase intention may be influenced by the shopping atmosphere, and [Zhao et al. \(2019\)](#) confirmed that Chinese Millennial is the mainstream shopping power for the Double 11 shopping festival.

### 6.3. Social media traffic

Chinese companies reported that the most used social media were WeChat, Douyin, Weibo, Red and some commission APPs. In China, the social media are distinctive from western countries, where Facebook, Instagram and Twitter are dominating. In recent years, TikTok by Byte Dance is receiving increasing popularity among younger populations. However, TikTok has less features for business compared to Douyin, which allows users to add shopping links to videos and in live streaming.

Chinese social media platforms' linkage with e-commerce platforms has made it easy for retailers to boost sales. For example, social media such as Douyin and Weibo are linked to Taobao, while WeChat and Red has their own e-commerce platform and Taobao links are not accessible on them. The reason for these social platforms' linkage to different online marketplace is investment relationships. As a social commerce platform, Red features in UGC and cross-border commerce ([Yan et al., 2017](#)), and it is unique in China as no comparable or even similar platform is available in New Zealand. Red is based on shopping experience sharing within community and decentralized UGC model ([Yan et al., 2017](#)). Chinese SMEs made use of Red by creating content themselves or cooperating with KOLs to acquire new customers, and they believe that new customers were easily attracted by positive reviews from others.

The fact that Chinese SMEs were using social platforms and customers interactions to boost sales can be related to social commerce, which is a concept from Web 2.0, and e word-of-mouth (eWOM) becomes significant for online business ([Huang & Benyoucef, 2013](#)). All mentioned social networks in this study are built with functions for users to share, purchase, and write customer reviews. In addition, since WeChat

Pay and Alipay are dominating Chinese online and mobile payment sector, consumers enjoy a more convenient online shopping experience.

#### 6.4. Private traffic

As a new term emerged from digital marketing field, research examining the topic of private traffic have not been found. Private traffic has become one of the most discussed marketing techniques in China. Chinese marketers are exploring cost-effective methods such as private traffic as a response to the competitive e-commerce market as increasingly expensive customer acquisition cost. As [Majid \(2020\)](#) stated, customer acquisition can become a major cost for companies, while customer retention may help bring profitable and long-lasting relationships with customers.

Chinese customers showed relatively accepting attitudes towards joining brands' private traffic pools. One of the reasons for customers' supportive attitudes is that digital marketing is becoming more common and accepted in China, and from consumers' perspectives, private traffic operations allow them to get updated news and promotions from brands they like.

#### 6.5. Difficulties encountered by Chinese SMEs in adopting digital marketing strategies

This study identified four key challenges for SMEs to apply digital marketing strategies: marketing budget, social media content, digital marketing expertise, and false data when cooperating with KOLs. Budget and financial resources have been well discussed in literature as the biggest challenge for SMEs' development ([Hyz, 2019](#); [Li & Hendrischke, 2014](#)).

Due to the limited size of SMEs, small business owners usually act in multiple roles, and they tend to be less specialized in creating engaging digital content that requires creating consistent, relevant, and valuable content for customers. Chinese participants aimed at producing marketing content that encourage customer engagement and stimulate their shopping behaviour, but they did not show satisfaction with the content they created. This finding aligns with the statement of [Pulizzi and Barrett \(2009\)](#), who believed that content marketing is a technique to attract and engage with targeted audiences with the potential buying or communicating behaviors. Compared to self-generated content, Chinese small business showed more proficiency in user-generated content (UGC) management, mainly through Taobao customer reviews and Red, which are major places customers visit when they look for reviews. Social media such as Weibo and WeChat were also considered by Chinese SMEs for creating word-of-mouth effect.

The fact that Chinese SMEs have concern on data authenticity is unique. There have not yet been any research findings reporting false data as one of challenges in SMEs' application of digital marketing. Falsifying data has become one of the major problems associated with influencer marketing. The participants in this study repeatedly mentioned that they had suffered from fake data from cooperating with KOLs during live streaming and sponsored advertisements.

#### 6.6. Practical implications: learning from Chinese digital marketing trends

Chinese companies considered short-video marketing, live streaming and private traffic as promising methods for boosting online performance. The development of mobile payment, e-commerce platforms and social media platforms are fundamentals for digital marketing innovation.

Short videos provide a more direct visual experience for consumers. Online customers are attracted by stimulating information, and engaging short videos can present products and provide in more details. This can also be beneficial as an alternative to having to translate into another language.

Through live streaming, customers can have a more straightforward visual experience by the demonstration of how products are made and used, ask question and get answers in real time, and participate in live activities such as lucky draws and coupon promotions. This is in line with [Wongkitrungrueng and Assarut \(2018\)](#) who emphasized trust in sellers and trust in products, and stated that live streaming would enhance both types of trust. Live streaming can create an immersive environment and stimulate social presence. The two-way communication during live streaming can influence purchasing behaviour ([Li et al., 2018](#)). E-commerce and social media platforms in China are developing live streaming platforms and provide support such as extra exposure and lower rates. Taobao Live and Douyin Live were two most mentioned platforms for live streaming, since they have the most online customers and smooth shopping experiences. Taobao live can also support physical retail shops ([Chou, 2020](#)) and western businesses can partner with retail outlets to introduce their products in the Chinese market.

## 7. Discussion of findings from New Zealand experts

Aiming to answer the second research question, this section summarises and discusses findings from New Zealand participants. This section first presents interpretation of New Zealand digital marketing experts' previous knowledge of digital development in China, followed by a discussion of New Zealand marketing experts' perceptions of each digital marketing strategy and platform used by Chinese SMEs. Barriers for New Zealand SMEs seeking to learn digital marketing applications from China and potential will also be discussed. In the end, the likelihood of transferring (LOT) model will be suggested, which is an extension of the [technology acceptance model](#) developed by [Davis et al. \(1989\)](#).

Despite that New Zealand marketing experts mentioned some Chinese platforms such as Alibaba, WeChat and TikTok, they have very limited knowledge about the Chinese SMEs' digital marketing application and Chinese consumers' [shopping behaviour](#). The fact that innovation happened in China is not widely spreading reflects the cultural and language difference' negative impact on knowledge transfer. This finding agrees with the statement of [Tan and Gartland \(2014\)](#). In addition, the fact that New Zealand participants felt that China was "gated" reflects political system's influence on attitudes towards digital development in China. In the following pages, this section presents discussions along the six important themes.

### 7.1. Free traffic

In New Zealand, there is no comparable e-commerce platform to Taobao, which integrates social media function, online shopping, Google Analytics, and Google AdWords. From the perspectives of gaining online customer, Google was discussed during interviews in order to correlate with Taobao. Strategies including search engine optimization (SEO), persona tags match and sponsored search were used by New Zealand SMEs on Google, while Taobao influencer marketing was considered similar to influencer marketing strategy adopted on Instagram or Facebook. Google and Taobao have different focuses on algorithms in terms of searching. Searching results from Taobao and Google are both personalized, based on users' location, previous searching activities, meaning of query, webpages' quality, relevance, as well as usability ([Google, 2020b](#)). Accurate understanding of consumers allows retailers to advertise online with better results. Taobao have similar information and big data application for its online sellers to benefit from accurate targeted customers and achieve better outcomes. However, Taobao has through information of its users.

To make the most of organic searching results and paid advertisements from Google or Taobao, SMEs should be equipped with knowledge and expertise. However, New Zealand SMEs have a poor understanding of the power of big data compared to Chinese SMEs.

There has not been a platform for live-streaming that supports online shopping links in New Zealand. The marketing experts thought live streaming was an innovative and effective way to communicate with customer, but their concerns for live streaming results included New Zealand's small market size, SMEs' willingness and abilities to present products by live streaming. Social media platforms such as Facebook and Instagram have announced the launch of live streaming shopping function in 2020, which enable retailers in U.S. to sell through live streaming ([Potuck, 2020](#)). In addition to live shopping, Facebook and Instagram are also adding the Checkout feature to make customers' shopping experience more seamless and easier ([Potuck, 2020](#)). Live streaming is not a new method in western countries. Facebook live and Instagram live launched in 2016, many marketers are still hesitant about using them ([Whitney, 2021](#)). With the integration of shopping and checkout, businesses can make better use of live streaming to promote sales.

Persona tags match was reported as a technique that was underused by New Zealand SMEs due to the lack of understanding and capability. [Holmlund et al. \(2020\)](#) stated that customer actions such as visiting an item page, adding products to shopping cart, and making payment were analysed and presented on Google Analytics dashboard, which would combine a user's history and features to generate a probability vector. Personalized search and recommendation system that is based on past purchasing history, demographics and preferences have been used by major e-commerce platforms such as Amazon, eBay and Taobao ([Le & Liaw, 2017](#)). However, Amazon, eBay and Taobao that feature in big data analytics capabilities are not mainstream e-commerce platforms in New Zealand, and common platforms used by New Zealand SMEs such as Shopify and TradeMe were considered as less sophisticated in terms of data analytics.

## 7.2. Paid traffic

New Zealand experts considered sponsored search marketing and influencer marketing as mature digital marketing strategies in New Zealand. These two strategies have also been broadly discussed by past

literature. Paid search marketing has become a dominant form of online marketing, and the article by [Laffey \(2007\)](#) has illustrated the mechanics of paid search marketing operation thoroughly. Marketing experts from New Zealand compared Taobao sponsored search to Google Adwords campaigns. They also expressed that SMEs may have limited budget to spend on Google Adwords, and they response-marketing first like social media instead of branding. This finding is in consistent with results from [Santra \(2018\)](#), who found out that the budgetary issue is a key constraint for SMEs' digital marketing success.

New Zealand SMEs prefer influencer marketing when they aim to reach younger customers. This finding also supports with the study by [Lind \(2018\)](#), who found out that Generation Z and the Millennials are more easily influenced by micro-influencers.

Shopping festivals are considered less of an e-commerce phenomenon in New Zealand. Although New Zealand SMEs offer promotions on Boxing Day or Black Friday, they do not have a system for coupons and discount due to the lack of suitable platform. Shopping festivals are considered to be able to drive shopping intention due to the atmosphere promotion strategies. Findings from [Chen and Li \(2020\)](#) confirmed this concept.

### 7.3. Social media

This finding is in line with previous studies. Facebook still plays a crucial role in social media marketing ([Karimi & Naghibi, 2015](#)). As [Tlapana and Dike \(2020\)](#) claimed, Facebook is more popular for online marketing and customer engagement compared to Instagram and Twitter.

**Facebook vs. WeChat:** SMEs may benefit from Facebook features such as Facebook page, instant messaging with customers and advertisements. This finding is in line with the study by [Moghavvemi \(2015\)](#), who recognized Facebook usage as a positive factor influencing SMEs' business performance. In addition, Facebook could reduce marketing and customer service cost, improve consumer engagement as well as promote products information ([Moghavvemi, 2015](#)).

**TikTok vs. Douyin:** New Zealand marketing experts noticed the surpassing popularity of TikTok, but their opinions on TikTok's usefulness to help SMEs grow business were divergent. Researchers noticed TikTok's value in digital marketing and e-commerce since 2018. Despite that TikTok is facing a more complicated environment than Douyin, it is actively developing features that are convenient for business, such as cooperating with one of the major e-commerce platforms Shopify and adding live streaming features ([Haenlein et al., 2020](#)).

**Weibo vs. Twitter:** According to the interviews, none of New Zealand experts thought Twitter was an effective social network for digital marketing activities, despite being very popular around 2012. Until recently, some researchers from other western countries still considered Twitter an efficient platform for relationships with customers ([Cripps et al., 2020](#)). However, Twitter does not seem to be a major platform for shopping promotion information by New Zealand customers any more.

**Red: no comparable platform in New Zealand:** There has not yet been a comparable platform to Red, and platforms with similar features include Google, Facebook and Instagram. Red is a platform that

focuses on social commerce and community shopping experience sharing ([Yan et al., 2017](#)). Since online products information provided by most New Zealand sellers were already considered as insufficient, a platform with customer reviews could supplement. New Zealand companies need to adapt to satisfying customers' online shopping experience by encouraging customers to leave reviews, as it would increase conversion rate as well as loyalty. This result agrees with findings from [Daud et al. \(2016\)](#), who revealed that positive customer reviews enhance loyalty and satisfaction.

**Commission APPs vs. Affiliate Marketing:** Similar to the model of commission APPs in China, affiliate marketing strategy in New Zealand allows an affiliate to earn a percentage of the sale when a visitor makes purchases from the link provided by the affiliate ([Amarasekara & Mathrani, 2016](#)). According to New Zealand experts, affiliate marketing approach was underused by small businesses due to limited size, people's mindset and perceived frauds. Fraud and limited budget could be major barriers to the adoption of affiliate marketing ([Amarasekara & Mathrani, 2016](#)). In addition, SMEs's limited budget and marketing knowledge may affect their effective adoption of affiliate marketing; as [Castagna et al. \(2020\)](#) also pointed out, affiliate marketing was one of the tools SMEs neglected.

#### 7.4. Private traffic

Email marketing was considered to be the strategy similar to private traffic management, and it has been effectively used by New Zealand SMEs. Compared to Chinese SMEs, New Zealand SMEs engage with their loyal customers with less direct tools. Other social media such as Facebook groups and Instagram were not fully explored. On the other hands, Chinese SMEs' management of private traffic is based on Chinese social media platforms and Chinese consumer habits, which are distinctive from the ones in New Zealand. New Zealand consumers' preference and acceptance level of business communication should be studied before drawing conclusion.

#### 7.5. Barriers for New Zealand companies seeking to learn from China

The fact that New Zealand marketing experts have so little knowledge of digital marketing innovation in China poses the major challenge for knowledge transfer. New Zealand participants mainly follow U.S. media to get updates on marketing trends, and they were not sure where to learn Chinese market even when they have clients looking to enter Chinese market. This is mainly due to the distinctive cultures between China and New Zealand. Findings of this study reflect the statement of [Disterer \(2001\)](#), cultural traditions may discourage knowledge sharing. Different languages pose difficulties for externalizing tacit knowledge since languages also affect individuals' mentalities.

The lack of understanding in digital marketing was reported to be the major factor affecting SMEs' adoption of online marketing strategies. This result aligns with the statement of [Tlapana and Dike \(2020\)](#), who concluded that insufficient understanding would hinder small businesses' effective application of marketing tools. Insufficient understanding of the logical linkages between marketing actions and outcomes, inputs and outputs, and causes and effects caused by organizational distance may increase difficulty in knowledge transfer ([Simonin, 1999](#)). Other barriers that hinder knowledge being transferred

from China to New Zealand included cultural difference, language barriers, attitudes and availability of technology.

## 7.6. Practical implications: how companies can engage in knowledge transfer

Profitability is one of the arguments for encouraging technology transfer. According to [Villani et al. \(2017\)](#), organizations can promote technology transfer by reducing cognitive, organizational, and social distance. These can be facilitated through online platforms and media. The review of past literature indicated that possible means of transferring marketing knowledge include:

- Building business collaborations
- Hiring global managers as intermediaries
- Involving marketing agencies and educational organizations' engagement

There is great potential in Chinese digital marketing venues to help New Zealand SMEs boost their profitability. The e-commerce technology and marketing strategies from China need to be understood by those facilitating the knowledge transfer before they inform and train others.

[Kayes et al. \(2005\)](#) suggested a three-phrase approach for the learning processes in cross-cultural knowledge transfer. When that approach is applied to the findings of this paper, New Zealand marketing managers seeking to develop cross-cultural skills can first identify competencies, increase their understanding of cultural features, and finally adopt new practices in genuine ways.

## 8. Synthesis

### 8.1. Comparison of practices

Previous authors such as [Ilavarasan et al. \(2018\)](#) recommended to study homegrown platforms from emerging economies such China and India, from business and technical perspectives. In bringing together the two previous findings sections, we observed the differences listed in [Table 1](#) below, followed by the Likeliness of Transferring Model in [Table 2](#).

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Table 1. Comparison of applications used.

	WeChat (China)	Facebook/Instagram (New Zealand)
<b>Messaging</b>	Yes	Yes
<b>Content posts</b>	Yes	Yes
<b>Mini-programs</b>	Yes	No
<b>Payment</b>	Yes	Yes (No for Instagram)
	Douyin (China)	TikTok (New Zealand)
<b>Add product links</b>	Yes	No
<b>Live stream sell</b>	Yes	No

	WeChat (China)	Facebook/Instagram (New Zealand)
<b>Influencer platform</b>	Yes	No
	Weibo (China)	Twitter (New Zealand)
<b>Link to e-commerce</b>	Yes	No
<b>Sponsored ads</b>	Yes	Yes

Table 2. Likeliness of transferring (LOT) model application.

Digital Marketing Techniques/Platforms used by Chinese SMEs		Similar Platform(s) in NZ	(-)	(-)	(+)	(+)	Likelihood of Transferring (LOT)	
			How NZ existing platforms/strategies are similar to Chinese ones (S)	Degree of Usage by New Zealand SMEs (DOA)	Perceived Usefulness (U)	Perceived Ease of Use (EOU)		
Search Traffic	Free	SEO	Google	5	2	5	3	1
		Live streaming	NA	0	0	4	3	7
		Accurate tag match	Google	5	1	5	3	2
	Paid traffic	Sponsored search	GoogleAds	4	1	4	4	3
		Taobao influencer	Influencer marketing	3	2	3	3	1
		Shopping festivals	Black Friday, Boxing Day	3	2	4	4	3
Social Media	WeChat		WhatsApp	2	4	4	4	2
			Facebook					
	Douyin		TikTok	2	1	4	3	4
	Weibo		Twitter	3	0	0	5	2
	Red		Facebook/Ins	2	1	4	5	6
Private Traffic	Commission APPs	Affilia marketing		1	1	3	2	3
		Facebook, email, whatsapp		2	3	5	4	4

This comparison is purely functional and not a criticism of mainstream western applications. For instance, the popular western counterparts can work strongly to serve other needs of the consumers and citizens, e.g., pure entertainment, professional networks, activism and news. Current social media applications used by many New Zealand and western marketing professionals are not integrated closely with shopping platforms sites, which are handled separately by e.g., eBay and TradeMe. Therefore, these marketers may be accustomed to using social media more as intermediary applications with indirect impact. As a result, they may develop limited experience if they only stick to TikTok and Instagram, which

are more popular among younger consumers; whereas their Chinese counterparts have had a greater chance to practice direct interactions and selling to their target groups. It is often the case that western consumers have learned to effectively navigate different links and applications; however, a slight technical advantage in user-friendliness and usability can lead to benefits.

Even if marketers do not use the same applications in the local market, they can still learn from the recently developed proactive Chinese marketing practices. In cases of exporting, understanding the features of both Western and Chinese applications is indispensable for marketers. The next section proposes a framework to help more closely evaluate which media applications and marketing techniques the knowledge transfer could begin with.

## 8.2. Overall theoretical contribution and framework: a likelihood of transfer (LOT) model

Participants thought that digital marketing strategies used by Chinese SMEs were effective. They were also uncertain whether New Zealand SMEs could adopt them. This study recommends a tentative Likelihood of Transfer (LOT) framework with four variables that may affect possibility of technology transfer, inspired by the Technology Acceptance Model (TAM), as per [Davis et al. \(1989\)](#). This extends the TAM model by adding two variables to describe the availability of existing platforms or strategies: similarity (S) and degree of application (DOA):

Similarity (S): the degree to which an existing platform/strategy is similar to the introduced platform/strategy.

Degree of Usage (DOU): the degree to which a platform/strategy has already been adopted.

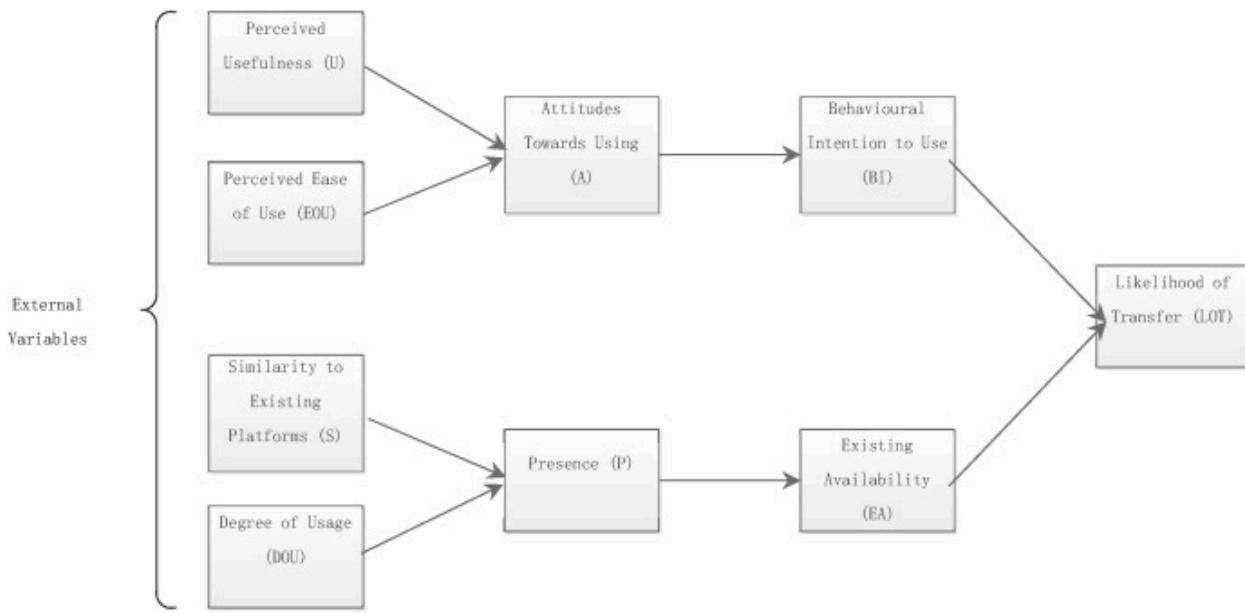
Perceived Usefulness (U) and Perceived Ease of Use (EOU): According to [Davis et al. \(1989\)](#), U and EOU are external variables that positively determines people's attitudes towards behaviour intention (BI). EOU was defined as the “degree to which a person believes that using a particular system would be free of effort within an organizational context”, while U refers to how much a person believes that using a particular system can enhance their job performance.

Finally, Likelihood of Transferring (LOT) is the likelihood of a technology or strategy can be transferred. In this model, U, EOU, S, DOU were all external variables that affect final results of LOT. Perceived usefulness (U) and perceived ease of use (EOU) may affect people's intention to use, and they determine users' attitudes which further affect behavioural intention to adopt new technology ([Davis et al., 1989](#)). U and EOU were considered as joint determinants that positively affect the degree of technology acceptance ([Davis et al., 1989](#)). Similarity (S) and degree of Usage (DOU) reflect the degree of presence of existing platforms and strategies, which are determinants of existing availability that has a negative impact on the likelihood of transfer (LOT).

$$\text{LOT} = \text{EOU} + \text{U} - \text{DOU} - \text{S}$$

Each variable was given score ranging from 0 to 5, describing the degree of similarity/degree of application/usefulness/easiness of use is. As a result, LOT ranges from 10, and the higher the score, the

more likely a platform/strategy can be transferred. Fig. 2 below is a representation.



[Download: Download high-res image \(215KB\)](#)

[Download: Download full-size image](#)

Fig. 2. Likeliness of transferring model (LOT).

Based on the LOT model and interview content, the variables of each platform and strategy used by Chinese SMEs were assigned a value ranging from 0 to 5, and each LOT score was shown in the table below.

This model suggests the potential of each platform or strategy used by Chinese SMEs to be transferred to New Zealand, and the results help to expand on the qualitative findings.

The mostly likely transferred platforms/strategies included: live streaming (7), Red (6), Douyin (4) and private traffic management (4), while the least likely transferred techniques were SEO (1) and Taobao Influencer (1). The LOT model delineates the likelihood of transferring each digital marketing technology/strategy, and it indicates that live streaming and customer review platforms such as 'Red' and short videos on TikTok are considered the digital marketing platforms/strategies that have most potential of being transferred from China to New Zealand. The limitations of the LOT model may include that each score was measured subjectively, and the model is still developing, and needs to be tested further in the future with quantitative approaches and instruments.

## 9. Conclusion

The findings from Chinese companies were organized according to repeated themes across case studies, and were later presented to New Zealand experts for comments and professional opinions on the potential of application by local SMEs.

Previous research such as [Falasca and Piven \(2020\)](#) had shown that email marketing, marketing automation and video content were crucial for SMEs in New Zealand. This study recommends that live-

streaming, short video, customer reviews, and private traffic management are the skills which should be acquired by New Zealand marketing practitioners in the future.

From a macro perspective, Chinese and New Zealand SMEs are using comparable digital marketing techniques. To engage with customers, Chinese SMEs use e-commerce searching function and social media to attract new customers, and actively manage their private traffic to maintain loyal customers and increase their re-purchase rate. New Zealand small business also draw online traffic from search engines as well as social media and retain customer loyalty by affiliate marketing and email marketing. Chinese small business show a more innovative trend using AI, big data, and advanced platforms such as live streaming marketplace and business oriented social networks.

The suggested Likelihood of Transferring (LOT) in this study indicates that live streaming, customer review platforms like Red, and brief videos on TikTok are considered the digital marketing platforms/strategies with the most potential of being transferred from China to New Zealand. Perceived challenges of cross-cultural knowledge transfer are a lack of understanding in digital marketing, cultural difference, language barriers, attitudes, and availability of technology.

Possible means of facilitating marketing knowledge transfer across borders are: building business collaborations, hiring bilingual marketing specialists as intermediaries, and collaboration between marketing agencies and educational institutions. These strategies also lead to some possible directions for future research on social media marketing. For example, building social media collaborations is important for online businesses that market to other countries. Studying and evaluating these collaborations in the future would extend the findings of this present study and help develop the Likelihood of Transferring model further. This study was limited to New Zealand local businesses; therefore, it would be useful to carry out similar research in other western countries to further validate the findings. Finally, as social media is constantly growing and changing across the globe, higher education institutions should encourage and help their students to become more aware of alternative and diverse digital strategies.

## CRediT authorship contribution statement

**Emre Erturk:** Conceptualization, Supervision, Writing – original draft, Writing – review & editing.  
**Lingjun Zhang:** Conceptualization, Methodology, Formal analysis, Investigation, Writing – original draft.

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