

Analysis of the Obstacles and Solutions for Digital Media-Driven Business Management Transformation

Wenxi Wu

Dimensions International College Pte. Ltd., Singapore

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Abstract: Digital media is profoundly driving the comprehensive transformation of business management, but enterprises face multiple obstacles in practice. This article systematically analyzes the current situation of digital media-driven business management transformation, and deeply explores the main obstacles in the transformation process from four dimensions: technology, organization, talent, and culture. Research has found that lagging technological infrastructure, rigid organizational structure, shortage of versatile talents, and insufficient acceptance of change are key factors that constrain the effectiveness of transformation. In response to the above obstacles, this article proposes systematic solutions such as technological upgrading and infrastructure construction, management mode optimization and organizational restructuring, systematic talent cultivation, and corporate culture shaping. Research has shown that only through four-dimensional collaborative promotion can enterprises truly unleash the driving potential of digital media and achieve substantial transformation in business management.

Keywords: Digital media; Business management; Obstacles to transformation; Solution

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1. Introduction

The rapid development of digital media is profoundly reshaping the logic and boundaries of business management. Emerging media such as social media, short videos, and live streaming have not only changed the way businesses communicate with users but also driven the comprehensive transformation of core management processes such as marketing, operations, and decision-making. However, in practice, many enterprises encounter many obstacles when using digital media to promote business management reform, and the transformation effect is not as expected. The system's identification and resolution of these obstacles have important theoretical value and practical significance for enhancing the competitiveness of enterprises. This article will deeply analyze the obstacles to transformation from four dimensions: technology, organization, talent, and culture, and propose corresponding solutions.

2. The current situation of digital media-driven business management transformation

2.1. Current status of digital media application in enterprise management

Currently, digital media has gradually evolved from an auxiliary tool to a core driving force in enterprise business management. At the internal management level, enterprises widely utilize platforms such as WeChat, DingTalk, and Feishu to achieve cross-departmental collaboration, task tracking, and knowledge sharing, significantly improving information transmission efficiency and decision-making response speed ^[1]. At the external business level, digital media channels such as social media, short videos, and live streaming have become the main battlefield for brand communication, customer relationship management, and precision marketing. Enterprises adjust their business strategies in real-time through data feedback. In addition, intelligent chatbots and community operation tools are widely used in the field of customer service, achieving a 24/7, personalized, interactive experience. Overall, digital media is reshaping the information flow, decision-making flow, and value flow of enterprise management. However, there are still significant differences in its application depth among enterprises of different scales and industries, presenting a characteristic of “tool popularization first, system integration lagging behind.”

2.2. Characteristics analysis of digital transformation in different industries

Different industries exhibit differentiated paths and characteristics in the process of digital media-driven business management transformation. The retail and consumer goods industry is at the forefront of transformation, with enterprises highly relying on social media, live streaming e-commerce, and user-generated content to build an omnichannel marketing system. The management focus is on traffic conversion and customer lifecycle operations ^[2]. The financial industry, on the other hand, prioritizes compliance and risk control, optimizing customer experience through mobile applications, intelligent customer service, and personalized push notifications. The transformation is characterized by high technological investment but a relatively cautious innovation pace. The transformation of the manufacturing industry focuses on the combination of the industrial Internet and digital media platform, and uses remote operation and maintenance, visual kanban, and supply chain collaboration tools to improve the linkage efficiency of production and commerce, but the overall progress is slow. The cultural, entertainment, and education industries focus on content and achieve user growth and value realization through algorithm recommendations and community fission. It can be seen that industry attributes, regulatory environment, and business models jointly determine the depth and pace of digital media-driven transformation.

3. The main obstacles to the transformation of business management driven by digital media

3.1. Technical limitations and challenges

The lag in technological infrastructure is the primary obstacle to transformation. Many enterprises still use traditional ERP and local server architectures, which are difficult to support the real-time processing needs of high concurrency, multi-source heterogeneous data generated by digital media. The phenomenon of data silos is widespread, with a lack of effective interfaces between marketing, sales, customer service, and other systems, resulting in incomplete customer profiles and fragmented decision-making criteria ^[3]. In addition, the pressure of data security and privacy protection compliance is increasing, and enterprises face legal risks when using digital media for precision marketing. The high cost and long iteration cycle of system integration make

it difficult for small and medium-sized enterprises to upgrade their technology. Technical selection errors or excessive reliance on external suppliers further weaken the company's ability to control core data assets.

3.2. Organizational structure and management model obstacles

The traditional hierarchical organizational structure is difficult to adapt to the rapid response needs driven by digital media. The long decision-making chain and strict departmental barriers have hindered the agile trial and error and cross-departmental collaboration required for digital media operations. The market IT, sales, and other departments often operate independently, with unclear division of responsibilities, and a lack of unified strategic planning for digital media activities ^[4]. The performance evaluation system still uses indicators from the industrial era and fails to incorporate new value measurement standards such as user interaction rate, community activity, and content conversion effect. The management tends to rely on experiential decision-making rather than data decision-making, and the insights generated by digital media are difficult to truly enter the strategic level. Organizational inertia poses significant obstacles to process reengineering, and the existing management model has become a key bottleneck in the transformation of deepwater areas.

3.3. Insufficient talent capability and digital literacy

The digital media-driven transformation has put forward an urgent demand for composite talents, but the supply is seriously insufficient. Enterprises generally lack cross-border talents who understand both business management logic and digital media operation and data analysis skills. The digital literacy of existing employees varies greatly, and middle-level managers' understanding of emerging tools remains superficial, making it difficult to translate digital media capabilities into management effectiveness ^[5]. The training system lags behind the speed of technological iteration, and there is a lack of internal learning resources with weak targeting, resulting in a gap in ability improvement. At the same time, young talents with digital skills are more likely to flow to the Internet or emerging industries, and traditional enterprises are at a disadvantage in talent competition. The integration and retention issues after talent introduction are equally prominent, and the mismatch between culture and incentives exacerbates the risk of turnover.

3.4. Corporate culture and acceptance of change issues

Corporate culture is the most implicit yet decisive obstacle in transformation. The long-term risk aversion mentality has led management to tend to "see how others go" and invest cautiously and act slowly in digital media innovation. Departmental centrism weakens the willingness for data sharing and collaboration, and the transparency brought by digital media has instead triggered defensive psychology among some employees ^[6]. The zero-tolerance culture towards failure suppresses trial and error learning, while the digital media-driven transformation requires an experimental spirit of "small steps, fast iteration." Senior leaders have insufficient understanding of the strategic value of digital media and lack firm determination to change, resulting in intermittent resource investment ^[7]. Without an open, inclusive, and change-embracing organizational atmosphere, even the most advanced technology and systems are difficult to truly implement and take effect.

4. Solutions to the transformation of business management driven by digital media

4.1. Technological upgrade and digital infrastructure construction

To overcome technological limitations, enterprises need to systematically promote technological upgrades and

digital infrastructure construction. Firstly, a cloud native architecture should be built, using hybrid or public cloud services to support the high-concurrency data streams and elastic computing needs generated by digital media. At the same time, a data center should be deployed to bridge the data silos between business systems such as marketing, sales, and customer service, forming a unified customer data platform and intelligent decision engine^[8]. Secondly, strengthen the data governance and security compliance system, establish a hierarchical and classified data permission management mechanism, implement privacy protection technology measures, and meet legal and regulatory requirements while utilizing digital media for precise access. Again, in response to the practical constraints of limited resources for small and medium-sized enterprises, lightweight SaaS toolkits and low-code platforms can be adopted to reduce technical barriers and initial investment, achieving rapid deployment and iteration. At the same time, enterprises should establish a technology selection evaluation framework to avoid blindly following trends or overly relying on a single supplier, ensuring dominance over core data and algorithm assets. In addition, it is recommended to establish a cross-departmental technology demand docking mechanism, so that technology upgrades can truly serve the frontline pain points of business management, rather than being detached from the actual information technology “image engineering.” Finally, the construction of digital infrastructure is not a one-time project. Enterprises need to allocate continuous technical operations and iteration budgets, and establish a technology evolution roadmap that matches business growth. Only by transforming technology investment from a “cost item” to a “strategic asset” can a solid and scalable foundation be provided for the comprehensive transformation driven by digital media.

4.2. Management mode optimization and organizational structure adjustment

Breaking through the obstacles of organizational and management models requires synchronous promotion from three dimensions: flat structure, agile processes, and digital assessment. Firstly, enterprises should break the traditional hierarchical structure and establish cross-functional teams guided by user value, integrating marketing, operations IT, customer service, and other personnel to carry out flexible restructuring around digital media business scenarios, shorten the decision-making chain, and improve the response speed to market changes^[9]. Secondly, reconstruct business processes and embed digital media data in real-time into the business decision-making process, promoting the transformation from an “experience-driven” to a “data-driven” management model. At the same time, establish an agile iteration mechanism that allows for small-scale trial and error and rapid adjustment. Once again, reform the performance evaluation system to include new measurement standards such as user interaction rate, community activity, content conversion effect, and data asset utilization rate in addition to traditional financial indicators, guiding employees to focus on the long-term value brought by digital media rather than short-term sales. In addition, a dedicated digital transformation leadership body should be established, such as a digital committee or chief digital officer, to coordinate cross-departmental resources and avoid fragmentation. The optimization of management mode also requires a clear decision-making authorization mechanism with clear rights and responsibilities, allowing frontline teams to have autonomous action space within clear boundaries, truly unleashing the organizational vitality driven by digital media.

4.3. Talent cultivation and ability enhancement strategies

To solve the dilemma of insufficient talent ability and digital literacy, it is necessary to establish a systematic and hierarchical talent training system. Firstly, enterprises should develop a clear digital competency model,

setting different competency goals for management, business backbone, and frontline employees. Management should focus on digital strategic thinking and data decision-making abilities, while business should focus on digital media operation tools and data analysis practical skills ^[10]. Secondly, establish an internal digital academy or learning platform, integrate online and offline training resources, introduce diversified forms such as micro courses, case studies, and practical workshops, and cooperate with universities and training institutions to carry out targeted training projects. Once again, innovate the talent introduction mechanism, broaden the channels for talent sources through school enterprise cooperation, digital talent internship bases, and optimize salary incentives and career development channels to enhance the attractiveness and retention of compound digital talents. In addition, the implementation of the “digital mentor” system and job rotation training plan encourages cross-departmental knowledge sharing and accelerates ability transformation in practice. Enterprises should also establish digital skill certification and an internal professional title system, linking ability improvement with promotion and salary, forming a virtuous cycle of “using to promote learning and evaluating to promote growth,” and providing sustained talent momentum for the transformation of digital media-driven business management.

4.4. Mechanism for shaping corporate culture and promoting change

To overcome the barriers of corporate culture and acceptance of change, it is necessary to work together from three levels: leadership demonstration, fault tolerance mechanism, and value recognition. Firstly, senior executives of enterprises should lead by example, publicly commit to and continuously invest in digital transformation, incorporate digital media strategies into regular agenda discussions, and repeatedly convey the determination to change through high-level speeches, internal letters, and other forms, forming a top-down demonstration effect. Secondly, establish a trial-and-error culture that tolerates failure, set up innovation experiment funds and sandbox mechanisms, allow teams to quickly validate new digital media models on a small scale, include “learning failures” in the positive performance evaluation list, and eliminate employees’ mentality of seeking stability and defense. Once again, strengthen internal communication and value co-creation, utilize the company’s own digital media platforms (such as internal communities, live conferences, etc.) to showcase the achievements of the transformation stage, explore and commend frontline transformation pioneers, and enable employees to truly perceive the positive changes brought about by the change. In addition, a cross-departmental collaboration incentive system should be established to incorporate data sharing and collaboration willingness into team assessment indicators, breaking departmental individualism. By solidifying culture through institutional mechanisms, spreading culture through stories, and strengthening culture through rituals, we gradually cultivate organizational genes that are open, agile, and embrace change, providing a lasting endogenous driving force for the transformation of business management driven by digital media.

5. Conclusion

The transformation of business management driven by digital media has become an inevitable choice for enterprises to adapt to the digital age, but the transformation process faces the intertwined constraints of technology, organization, talent, and culture. At the technical level, it is necessary to break through system silos and infrastructure bottlenecks. At the organizational level, there is an urgent need for flat and agile restructuring. At the talent level, it is necessary to solve the shortage of composite capabilities. At the cultural level, it is necessary to cultivate an open and inclusive atmosphere for change. The four types of obstacles

are interrelated, and any single-dimensional improvement is difficult to achieve. Systematic measures must be taken. Enterprises should take technological upgrading as the foundation, management optimization as the skeleton, talent cultivation as the blood, and cultural shaping as the soul, and promote them in a coordinated manner. Only in this way can we truly unleash the driving potential of digital media in business management and achieve a substantial transformation from tool empowerment to model reconstruction.

Disclosure statement

The author declares no conflict of interest.

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