# THESIS

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# Opportunities and obstacles for Tencent to increase its competitiveness

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Thousands of people hold bows, shoot a move, and hit every move.
——"Lu Shi Chunqiu" 239 BC

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# 1. Introduces the development history and operating status of Tencent

## 1.1.Development History

Tencent is one of the Internet companies serving the most users in China. Founded in November 1998, with a revenue of 554.552 billion yuan in 2022, it was co-founded by five founders, Ma Huateng, Zhang Zhidong, Xu Chenye, Chen Yidan, and Zeng Liqing.

Tencent's diversified services include: social and communication services QQ and WeChat/WeChat, social network platform Qzone, Tencent Games' QQ game platform, portal website Tencent.com, Tencent News client and online video service Tencent Video, etc.

In 2004, Tencent was publicly listed on the main board of the Hong Kong Stock Exchange (stock code 00700), and the chairman and CEO of the board of directors was Ma Huateng. According to the financial report, on December 31, 2021, Tencent Group had 112,771 employees (2020: 85,858).

**Achievements**
[1] In December 2018, the "Top 500 World Brands 2018" compiled by the World Brand Lab was announced, ranking 39th.
[2] In July 2019, the 2019 Fortune Global 500 was released: ranked 237th.
[3] In August 2019, it was selected as one of the top 50 best boards of directors in China in 2019. [4] On September 1, 2019, the 2019 Top 500 Chinese Service Enterprises List was released in Jinan, and Tencent Holdings Co., Ltd. ranked 32nd.
[5] In October 2019, the 2019 Forbes Global Digital Economy Top 100 list ranked 14th.
[6] On October 23, 2019, the 2019 "Fortune" Future 50 list was announced, and Tencent Holdings Co., Ltd. ranked 12th.
[7] Ranked No. 14 on the list of Top 100 Chinese Enterprises along the Belt and Road.
[8] In December 2019, Tencent was selected as one of the top 100 brands in the 2019 China Brand Power Ceremony.
[9] On December 18, 2019, the People's Daily released the China Brand Development Index 100 list, and Tencent ranked 4th.
[10] In September 2021, it was selected into the list of "Top 500 Chinese Private Enterprises in 2021", ranking 6th.

## 1.2.Operating status

As an Internet company ranked 121 in fortune, Tencent's diversified services include: social and communication services QQ and WeChat/WeChat, social networking platform Qzone, Tencent Games' QQ game platform, portal website Tencent, Tencent News Client and Online video service Tencent Video, etc.

## Tencent Holdings Ltd.





Tencent Seafront Towers in Shenzhen

| | |
|---|---|
| **Native name** | 腾讯控股有限公司 |
| **Romanized name** | Téngxùn Kònggǔ Yǒuxiàn Gōngsī |
| **Type** | Public |
| **Industry** | Conglomerate |
| **Founded** | 11 November 1998; 24 years ago |
| **Founders** | Pony Ma, Tony Zhang, Xu Chenye, Charles Chen, Zeng Liqing |
| **Headquarters** | Tencent Binhai Mansion, Nanshan District, Shenzhen, Guangdong, China |
| **Area served** | Worldwide |
| **Key people** | Pony Ma (chairman, CEO) Martin Lau (executive director, president) |
| **Products** | Artificial intelligence, cloud computing, automation, search engine, social networking, instant messaging, mass media, web portals, e-commerce, web browser, antivirus software, music, payment system, film production, video games, online services |
| **Revenue** | ▲ ¥560.118 billion RMB (US$86.84 billion) (2021)[1] |
| **Operating income** | ▲ ¥271.62 billion RMB (US$42.11 billion) (2021)[1] |
| **Net income** | ▲ ¥227.81 billion RMB (US$35.32 billion) (2021)[1] |
| **Total assets** | ▲ ¥1.612 trillion RMB (US$249.98 billion) (2021)[1] |
| **Total equity** | ▲ ¥876.693 billion RMB (US$135.92 billion) (2021)[1] |
| **Owner** | Naspers (30.86%; since 2019 through Prosus)[2] |

| | Ma Huateng (8.42%) |
|---|---|
| | Tony Zhang (3.5%)[3] |
| **Number of employees** | 112,771 (2021)[1] |
| **Divisions** | Tencent Games, Tencent Music, Tencent Pictures |
| **Subsidiaries** | Fatshark, Funcom, Grinding Gear Games, Iflix, Klei Entertainment, Leyou, Miniclip, Riot Games, Sharkmob, Sixjoy, Supercell, Turtle Rock Studios, Yager Development, Fulqrum Publishing |
| **Website** | tencent.com |

**Table1. Basic data of Tencent**

*https://en.wikipedia.org/wiki/Tencent*

Tencent is currently one of the largest comprehensive Internet service providers in China and one of the Internet companies serving the largest number of users in China. Since its establishment more than ten years ago, Tencent has been adhering to the business philosophy of all based on user value, and has always been in a state of steady and rapid development. At present, the company's main products are IM software, online games, portal websites and related value-added products. This article will conduct a preliminary analysis of Tencent's overall strategy and business model.

Tencent's overall strategy is that Tencent takes "providing users with one-stop online life services" as its core strategy.

In order to operate better, they have established our own system, and established 6 groups of CDG, IEG, TEG, WXG, CSIG and PCG.

***Corporate Development Group (CDG):*** It is a platform for the company's new business incubation and new business format exploration, and promotes the development and innovation of fintech business, advertising and marketing services, and international business, including basic payment and financial applications. At the same time, as a professional support platform, it provides professional support such as strategic planning, investment mergers and acquisitions, investor relations, international communication, and market public relations for companies and various business groups.

***Interactive Entertainment Group (IEG):*** Develop online games, e-sports and other interactive entertainment businesses, and create a vertical ecological chain from planning, R&D, distribution, operation and marketing. Committed to creating high-quality products for Chinese and global game users, and linking users through online games, live broadcasts and offline e-sports events to improve the overall game experience.

***Technical Engineering Group (TEG):*** Provide technical and operational platform support, R&D management, data center construction and operation for the company and various business groups, and provide users with customer service for a full range of products. As the business group that operates the largest network, server cluster and data center in Asia, and leads the Tencent Technical Committee, it supports business innovation through internal distributed open source collaboration, strengthening basic research and development, and building a technology center.

***WeChat Business Group (WXG):*** Build and operate the WeChat ecosystem, relying on the

WeChat basic platform, as well as open platforms such as WeChat Official Accounts, Mini Programs, WeChat Payment, Enterprise WeChat, WeChat Search, etc., to provide solutions for intelligent upgrades in all walks of life and connectivity. At the same time, it develops and operates products including mailboxes, address books, and WeChat reading.

***Cloud and Smart Industry Business Group (CSIG):*** Promote the cloud and industrial Internet strategy, relying on technological innovations such as cloud, security, and artificial intelligence to create smart industry upgrade plans. Explore the innovative interaction between users and the industry, open up different upstream and downstream enterprises in the industry, link online and offline scenarios and resources, and facilitate the digital upgrade of industries such as retail, medical care, education, and transportation. A new ecology of smart industry for business.

***Platform and Content Business Group (PCG):*** Promote the integrated development of Internet platforms and content culture ecology, integrate social platforms such as QQ and Qzone, and traffic platforms such as Yingbao and browsers, as well as news, video, sports, live broadcast, animation, Content platforms such as the film industry create a better growth environment for the content ecology. At the same time, driven by technology, we will promote the development of IP across platforms and multiple forms, and create a variety of high-quality digital content experiences for more users.

### 1.3.Objective content of the thesis

This article discusses the opportunities and obstacles Tencent faces as a thriving Internet company.   The development and obstacles of Tencent are described by using the SWOT model combined with actual cases.   It describes Tencent's development and obstacles from seven aspects: politics and law, economic development, humanities, electronic information technology, market competition and customer connection, and sustainable development.

| | internal advantage (Strenths) | internal disadvantage (Weaknesses) |
|---|---|---|
| **Internal factors**<br><br>external    factors | 1、Huge user network and super user relationship chain<br>2、There are many products, covering a wide range of areas, attractive advertisements, and strong financial resources | 1、There are too many subdivided products, and the investment is easy to disperse.<br>2、 Due to excessive reliance on the user platform, the product itself has no characteristics.<br>3、The rapid development has led to the accumulation of internal contradictions in the company |
| **external opportunities (Opportunities)** | S----O（use them) | W----O（improve them) |

| | 1.Through massive user resources and relying on instant messaging as a platform, it has become an enterprise with full-service Internet development<br><br>2. The application of network technology tends to develop the network economy, expand the application range and functions of information | 1.Establish a legal and compliant Internet system, integrate resources to realize the combination with the economy<br><br>2.Continuously improve electronic information technology and combine them with economic growth. |
|---|---|---|
| 1、 Internet promotes economic development<br>2、 The development of electronic information technology | | |
| **external threat (Threats)** | **S----T ( monitor them)** | **W----T ( eliminate them)** |
| 1、 The advancement of politics and the formulation of laws caused- by<br><br>the Internet<br>2、Market competition is fierce<br>3、 Competition in<br>related industries | 1.Establishment of law means rectification and reconstruction<br><br>2. The threat of new entrants to the industry and the improvement of customer Requirements<br><br>3.There are too many subdivided products, and the investment is easy to disperse. | 1.Continuous improvement in accordance with laws and regulations<br>2. To expand overseas markets overseas Chinese users can be used to guide and expand overseas C2C markets.<br>3.Integrate resources, rationally allocate them, and keep innovating. |

**Table2. SWOT**

*tencent.com*

## 2. Tencent's internal business model and structure

### 2.1. Product description

*QQ (every day, enjoy communication):* QQ is an instant communication platform launched by Tencent that spans the era of PC and mobile Internet. Rich functions and interesting gameplay make QQ one of the most popular social platforms for young Chinese users. Users can chat, video, and fight pictures with friends anytime, anywhere, and make themselves unique with personalized clothing such as themes, bubbles, pendants, etc., and make new friends with similar interests here; use Centimeter Show to open a personalized chat mode exclusive to young people; Travel in the entertainment ocean of animation, literature, and mobile games; experience the brand-new mobile payment that QQ wallet brings to recharge, online shopping, transfer and collection. Qzone (share life, keep moving): Qzone is a large social platform that accommodates various relationship chains of netizens, meeting the needs of users for display, communication and entertainment. Hundreds of millions of Internet users provide excellent, personalized social services.

*WeChat (WeChat, a way of life):* A new mobile lifestyle that integrates instant communication, entertainment, social networking and life services is gradually taking shape in WeChat. Users can realize various forms of instant communication by sending voice,

pictures and text messages; "Shake" and "Nearby People" create a new social experience; "Moments" share life moments and drive acquaintances to socialize; "Game Center" and "Emoji Store" provide more entertainment and leisure life experience; "Public Platform" allows each user to build their own brand, using the Internet as a medium, WeChat has grown from a communication tool to an open platform connecting various industries , connect people and devices, connect people and enterprise services, and experience a smart life.

*Tencent Weibo (your voice, the echo of the world):* Tencent Weibo is a social media platform established based on social networks, with attributes of both "media" and "social network". Tencent Weibo aims to establish a human-centered communication network, contribute real-time, dynamic and diverse value content, and meet users' needs for personalized information communication and self-media establishment.

**Finance**

*Tenpay (will pay, know life):* Tenpay is a professional online payment platform officially launched by Tencent in September 2005, dedicated to providing safe, convenient and professional online payment services for Internet users and enterprises. Tenpay has built a new comprehensive payment platform, covering B2B, B2C and C2C fields, providing excellent online payment and clearing services, and is the second largest online payment platform in China.

*QQ Wallet (one-stop life service):* QQ Wallet is a mobile payment product that supports bank card binding payment, Q coin payment, and NFC bus card recharge, providing hundreds of millions of mobile QQ users with a safe and convenient payment experience. In terms of payment scenarios, QQ Wallet not only covers the daily necessities of life, but also meets the unique recharge needs of mobile QQ users. In terms of security, QQ Wallet sets up multiple password protection, and makes the security commitment of "pay as you like, full compensation". Your mobile life is accompanied by QQ wallet.

*WeChat payment (WeChat payment, not only payment):* WeChat payment is a payment function integrated in the WeChat client. Users can complete the fast payment process through their mobile phones. WeChat Pay is based on the fast payment that binds the bank card, and provides users with safe, fast and efficient payment services.

*Tencent Wealth Management Link (WeChat Wealth Management, you are on Wealth Management Link):* Tencent Wealth Management Link, as the official wealth management platform of Tencent, adheres to the user value as the basis and the concept of open connection, and cooperates with financial institutions such as banks, insurance, funds, brokerages, trusts and other companies. , according to the financial management needs of different risk levels, customize financial products of fixed income, stocks, bonds and other asset classes for users. Tencent Wealth Management has launched product functions such as salary fixed investment, dream plan, index fixed investment, credit card repayment wealth management, mortgage repayment wealth management and other product functions, providing users with safe, stable, convenient and diversified Internet wealth management services.

*Tencent Micro Gold:* Asset security management, the gold shares held by users in this service are registered and managed by ICBC, and are only displayed and operated on the Tencent Micro Gold platform. As a third-party payment institution, Tenpay fully guarantees the security of payment transaction funds and provides consulting services for users.

***Tencent Financial Security:*** A financial-level intelligent security prevention and control platform that protects the financial security of hundreds of millions of Internet users in China, and provides security technical support and risk control solutions for Tencent Internet financial products such as WeChat Pay, QQ Wallet, and Liaitong.

**Entertainment**

***Tencent Games (create happiness with heart):*** Founded in 2003, Tencent Games is the world's leading game development and operation organization and the largest online game community in China. Tencent Games is based on the concept of "creating happiness with heart". Through its efforts in MOBA, FPS, RPG, ACT, sports competition, racing, chess and card and other product segments, its subsidiaries include League of Legends, Crossfire, Dungeon and Warriors. , Glory of Kings and other high-quality games, are committed to providing players with "trustworthy", "happy" and "professional" interactive entertainment experience. Under the open development model, Tencent Games adopts a combination of internal independent research and development and external diversified cooperation to form a professional layout in multiple market segments.

***Tencent Pictures:*** Tencent Pictures is a wholly-owned subsidiary of Tencent. Tencent Pictures adheres to the concept of not making movies in isolation, and is committed to creating "young, unique, high-quality, and connected" film and television works. Tencent Pictures has three studios: Big Dream Studio, Black Body Studio and Evolution Entertainment Studio. Among them, Big Dream Film Studio focuses on the new upgrade of cinema-type films, Hei Body Studio focuses on the development of film and television projects linked to movie games, and Evolution Entertainment Studio focuses on the creation of domestic original animation films.

***Tencent Animation (what you want to watch, only in Tencent Animation):*** Tencent Animation is the largest genuine online animation platform in China, which was officially launched on March 21, 2012. Tencent Animation has more than 22,000 high-quality, exclusive and genuine animation works. Tencent Animation is a platform that cooperates with Japan's Shueisha, Kadokawa Group and Kodansha at the same time, and it is also the platform with the most Japanese comic copyrights in China. Tencent Animation has multiple product lines including PC station, Android client, iOS client, Html5, QQ animation, and Tencent News client, covering 90 million monthly active users.

***Tencent E-sports (crown for you):*** Tencent E-sports, the most competitive e-sports brand in China, has formed a relatively complete competition system, including MOBA, FPS, ACT, sports competition, racing, chess and card, etc. Large categories of event products, while the single-product event system and comprehensive event system are basically perfect.

***China Literature Group (Tencent Literature):*** It is a genuine digital reading platform and a literary IP cultivation platform leading the industry in China. China Reading Group owns well-known brands in the industry such as QQ Reading, Qidian Chinese Network, Creation Chinese Network, and Yunqi Academy. China Reading Group has a reserve of 10 million works, covering more than 200 content categories. Its products cover five reading scenarios including PC, mobile, audio, paper books, and e-paper books, reaching 600 million users and 4 million creators. Reading platform.

***Tencent Music Entertainment Group (Creating Music Possibilities):*** Tencent Music Entertainment Group (NYSE: TME) is a leader in online music entertainment services in

China. Owns the most popular and original music platforms in China: QQ Music, Kugou Music, Kuwo Music and National K Song. Tencent Music is committed to creating unlimited possibilities for music, empowering music with technology, and everyone can create, enjoy, share and interact with each other. Tencent Music provides online music, online K-song and live music services, allowing every music lover to discover good music and get a comprehensive music entertainment experience that integrates listening, watching, singing, performing and socializing.

***QQ Music (Music Your Life):*** As a leading online music platform in China and a leading authentic digital music service provider in China's Internet field, QQ Music provides users with convenient and smooth online music and a variety of music community services. The preferred brand of online music life for netizens in mainland China, leading people's music lifestyle.

***Tencent Video (live up to the good times):*** Tencent Video is the largest online video platform in China, with a wealth of high-quality popular content and professional media operation capabilities. A comprehensive video content platform integrating news and information. In March 2014, Tencent Video became the video website with the most users in China with 318 million monthly users. In addition, while bringing high-quality content experience to users, Tencent Video has further upgraded to become a new entertainment platform with the most Internet attributes by integrating and opening up Tencent's unique mobile and social product system.

***Tencent.com:*** As China's leading Chinese portal, Tencent.com provides hundreds of millions of Internet users in China with a creative new online life through powerful real-time news and comprehensive and in-depth information services.

***Tencent News Client***: A rich and timely news application, with the goal of being refined and light, providing users with an efficient and high-quality reading experience.

tool

***QQ Browser (I want it now):*** QQ Browser supports different end users to quickly surf the Internet. The X5 kernel independently developed by mobile browsers leads the industry in terms of speed, traffic saving and stability, and has comprehensive functions to meet the different needs of users.

***Tencent Mobile Manager (cool and reliable to play):*** Tencent Mobile Manager is a mobile phone security and management software produced by Tencent that covers three major smart platforms. Currently, it ranks first in the market by the number of monthly users. Adhering to the concept of "mobile phone security management pioneer", on the basis of providing security protection such as virus detection and harassment interception, it also has functions such as mobile phone anti-theft and privacy protection. Provides convenient management functions such as mobile phone acceleration and traffic monitoring. Provide all-round security escort and considerate management for smart phone terminals.

***Tencent Computer Manager:*** Tencent Computer Manager is the first free network security software in China that integrates "antivirus + management" 2-in-1 functions, including "antivirus, real-time protection, vulnerability repair, system cleaning, computer acceleration, software management" and other functions. Professionally recognized by internationally renowned authoritative organizations such as AVC, VB100, and West Coast. Butler continues to support technology, strengthen functional services, and strive to become a professional free

security software that users can trust most.

***Tencent Maps (hold your dreams and dare to explore):*** China is a provider of digital map content, navigation and location service solutions, with an average of 35 billion daily positioning.

***QQ mailbox (you can find more):*** As the basic product of network platform services, QQ mailbox has many special functions such as instant reminder of incoming letters, reading space, 1G large attachment, audio and video mail and so on.

platform

***Tencent Open Platform (open to achieve dreams):*** Tencent Open Platform is a big stage provided by Tencent for its partners based on its own capabilities. Partners can use the PC, mobile, and multi-terminal open interfaces provided by open.qq.com to access excellent and creative social games and practical tools at one point, and publish the entire platform to hundreds of millions of QQ, WeChat, Qzone, and application treasures. level user platform to gain traffic and revenue. As of September 2016, Tencent's open platform had access to more than 6 million startups, and the total valuation of partner companies exceeded 300 billion; 30 Tencent maker spaces had been deployed nationwide, with a total area of     1 million square meters.

***Tencent Cloud (trustworthy):*** Tencent Cloud is a public cloud platform for enterprises and individuals based on Tencent's experience in massive Internet services, providing basic cloud computing such as cloud servers, cloud databases, cloud storage, and CDNs for developers. services, as well as providing industry solutions such as games, videos, and mobile applications.

Digital transformation is the use of digital technologies (IOT, artificial intelligence, big data, etc.) to complete the transformation of an enterprise's business model, organizational structure, and corporate culture.

Tencent itself has established its own digital system, but it has not yet opened up foreign markets like Microsoft and Google, nor has it involved a series of systems from investment to management like a company that specializes in digital transformation. question. With the development of the times, what needs to be done is to have a clear asset company with strong cash flow, and continue to develop on its basis. There is also the concept of integrating resources.

In the post-industrial era, traditional Chinese enterprises are faced with the embarrassing situation of being "big but not strong" and their core technologies are controlled by others. The digital transformation of enterprises has not only reshaped business models and industrial boundaries, but also boosted the high-quality development of China's economy. This paper reviews the existing literature and finds that digital technologies boost business productivity by reducing costs, increasing efficiency, and innovating. Based on the data of listed manufacturing companies in Shanghai and Shenzhen from 2009 to 2017, this paper constructs a DID model and empirically studies the relationship between digital transformation and production efficiency. The results show that the implementation of digital transformation has a significant effect on economic benefits, and the results of the lag regression method are still robust. On this basis, combined with the actual situation of Chinese enterprises, the countermeasures and suggestions to promote the digital transformation and development of enterprises are put forward.

## 2.2. Product linkage resource integration

GuangDianTong WeChat
• QQ zone • IM client • Youyou.com • QQ music • mobile phone, Tencent.com • Tencent news client • WeChat • Mobile Union • App treasure • browser • Tencent video, PC
Zhihuitui
•Tencent News Client•Tencent Net•Mobile Tencent Net•Video Ads•Tencent Weibo
WeChat
•Alliance resources•banner at the top of the official account•advertisement at the bottom of the official account•circle of friends
Wechat has the largest user group in Asia, 600 million monthly active accounts of mobile instant messaging software, mobile QQ
3 billion wireless resources for mobile traffic, 100 million wireless traffic for 21 mainstream channels of mobile phone Tencent, 40 million daily average traffic for QQ Music, 300 million monthly active users for mobile alliances, 29.6% of Tencent news client market, reaching 400 million users +, Yongyongbao Android distribution market is 300 million+ average daily traffic, QQshow has 350 million monthly active users and 7 million daily dress-up users, and the total number of registered users exceeds 700 million. QQ Zone is the largest social network in China with 630 million monthly active users. Mobile phone Q-Zone Over 100 million daily login users and 3 billion wireless resources.
In summary, the daily advertising exposure is 16 billion.
Expand your audience by showing relevant ads.
Seed users are based on user portraits and relationship chains to mine similar users for precise orientation.

## 2.3.  Summary and solution of Tencent's internal problems

1、There are too many subdivided products, and the investment is easy to disperse.
2、Due to excessive reliance on the user platform, the product itself has no characteristics.
3、The rapid development has led to the accumulation of internal contradictions in the company
4. Talent shortage and salary pressure hinder
5. Personal privacy and personalized needs create customers
6. Many supply chain threats require sustained
Talent shortage and salary pressure hinder

**Interpretation and improvement of internal problems**
Leaked cybersecurity breaches jeopardize business continuity.
As operations become increasingly digital and interconnected, the risk of cybercrime has become one of the greatest risks to business continuity. Among businesses impacted by at least one cyberattack in the past 24 months:

More than half (58%) said they were attacked "very seriously" (12%)

Nearly a quarter (24%) said their compensation had been leaked three or more times.

This threat of cyberattacks has caused companies to delay the process of standardizing or consolidating payroll operations globally. However, doing nothing leaves the business vulnerable to further attacks, raising enormous reputational, regulatory and employee engagement challenges. How to solve it? Compensation systems and teams must be prepared with solid technology, processes, and training to defend against these attacks.

**Increased Priority for Pay Security**

We cannot ignore how important data security is in compensation management, and this will be the focus of investment in the future. Nearly half (44%) of respondents plan to increase compensation data security in the next two to three years. Teams and customers may be forgiven for the first cyberattack, but follow-up issues are unlikely to be forgotten. Prevention is crucial. Payroll departments are well placed to take responsibility for ensuring employee and payroll data is protected.

**Combat payroll team inefficiencies and understaffing through automation.**

Given the importance of compensation to their business, it is worrying that only one-third (33%) of respondents say that the average compensation accuracy across all regions of their business is 90% or better. This lack of pay accuracy also correlates with, and may be hampered by, a shortage of payroll talent. More than a third (37%) of respondents said more than 10% of the payroll team had left the organization in the past few years.

Perhaps because of this, more employees are also questioning their pay more frequently, adding to the pressure on already overwhelmed compensation teams. Nearly half (45%) of respondents said they were seeing more employee inquiries about compensation than before the pandemic.

**Automated management**

By integrating systems and using Robotic Process Automation (RPA), we can automate data entry and reconciliation. However, for more than half (53%) of the respondents, RPA still accounts for less than 30% of their payroll process Accelerated adoption of integration and RPA technologies will greatly improve accuracy and efficiency, without employees being burdened with administrative management so that they can focus more on strategic work.

**Next steps: Investing in compensation pays off.**

Compensation has the potential to be a strategic force in the business by fostering an agile, flexible and engaged workforce while fostering global growth. Compensation cannot evolve from a basic function (payroll) to driving strategy if employees can't receive accurate payslips, or managers can't access the data and reports they need quickly and easily.

By removing short-term concerns and treating compensation as a strategic asset, organizations can build a compensation infrastructure that is agile and scalable for growth over the next 20 years and beyond. Compensation needs to keep up with the never-ending pace of change. As it expands, the risk is greater that a business stagnates or settles for tinkering. Compensation requires a unified, global, secure and resilient compensation model to help drive innovation,

efficiency and growth across the enterprise. Compensation must be integrated with the overall business, allowing other departments to run more smoothly while reducing time-consuming administrative tasks.

Combining traditional industries with a focus on realistic scenarios, such as invoicing in the commercial field, strengthening corporate management, strengthening financial levels, and artificial intelligence application scenarios in agriculture, industry, and urban management. Business familiarity is required.

The application of the Internet in the industrial field In the industrial field, the application of the Internet is mainly reflected in three aspects: intelligent manufacturing, Internet of Things, and information management.

Intelligent manufacturing is a new production method that uses Internet technology to realize factory automation production, mainly including automation control, logistics management, quality control, etc. Through intelligent manufacturing, production efficiency can be improved, production costs can be reduced, and product quality can be improved.

The Internet of Things refers to the technology that connects the physical world with the network, and performs data transmission and information interaction through the network. In the industrial field, the Internet of Things can be used to realize automatic equipment monitoring, remote control, data collection, etc.

Information management refers to the process of using information technology to realize the informationization of enterprise management. In the industrial field, information management can be used to realize production planning, inventory management, quality control, equipment maintenance, etc.

In the field of agriculture, the application of the Internet is mainly reflected in three aspects: agricultural informatization, agricultural product e-commerce, and agricultural intelligent mechanization.
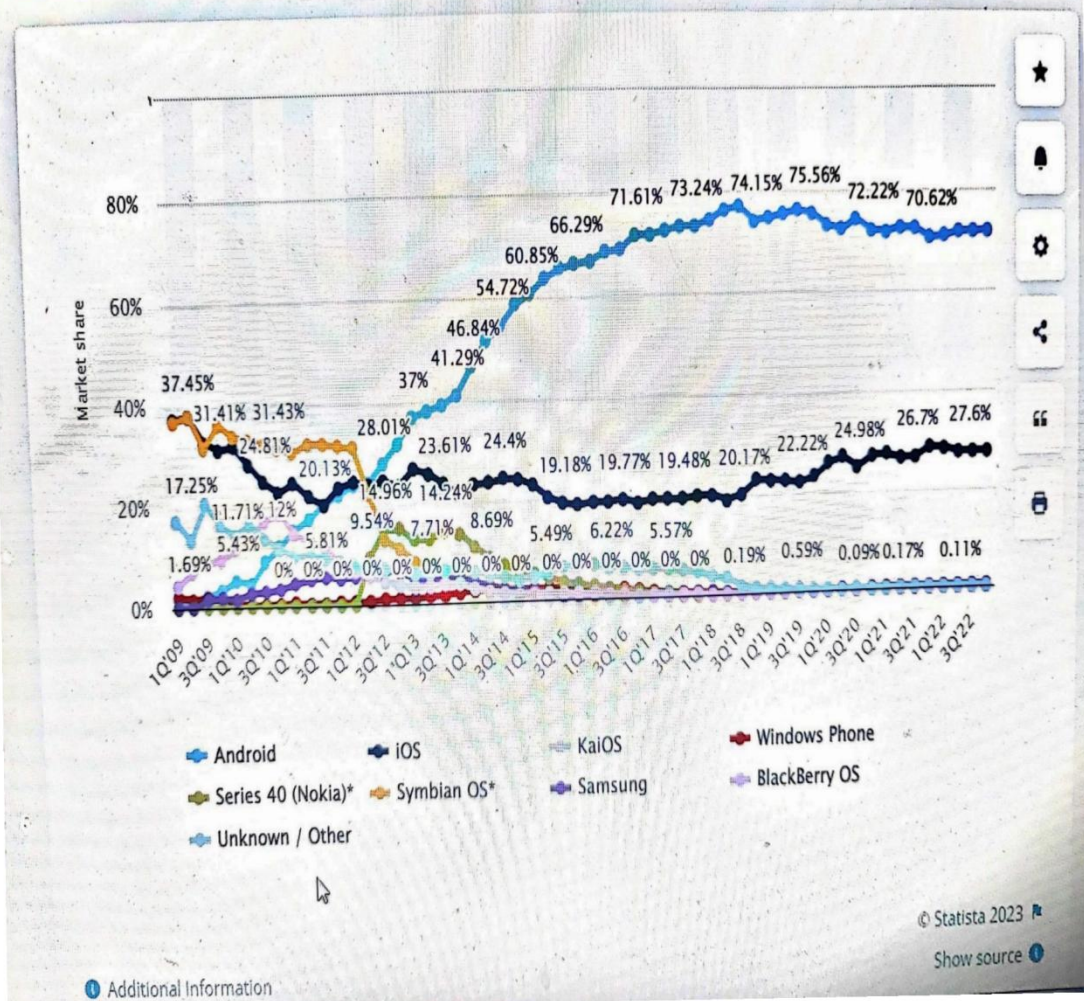
Agricultural informatization refers to the process of using information technology to support agricultural production and management activities. Agricultural informatization can be used to realize farmland surveying and mapping, farmland management, and agricultural information release.

Agricultural product e-commerce refers to the activities of trading agricultural products on the Internet platform. Agricultural product e-commerce can be used to realize agricultural product sales, agricultural product import and export, etc.

Agricultural intelligent mechanization refers to the process of using intelligent machinery to replace manpower to realize agricultural production. Agricultural intelligent mechanization can be used to realize farmland cultivation, agricultural product harvesting, farmland irrigation, etc.

If businesses in these fields can quickly grasp the process and requirements, their careers will be greatly guaranteed.

**Table3. Mobile operating systems' market share worldwide from 1st quarter 2009 to 4th quarter 2022**

https://www.statista.com/statistics/272698/global-market-share-held-by-mobile-operating-systems-since-2009/

Both Apple and Google receive items such as the device's IMEI, hardware serial number, SIM serial number and IMSI, and mobile phone number. Additionally, Android and iOS continue to transmit telemetry data to their manufacturing companies, even when users explicitly choose not to share this data. In fact, as soon as a user inserts a SIM card into any device, the corresponding user data is sent to each device's parent company.

At the same time, users cannot prevent iOS devices from sharing the MAC addresses and GPS locations of nearby devices (such as other mobile phones or home gateways) with Apple. In fact, these users don't even have to log into the device to share their data. Google, on the other hand, collects far more data than Apple from nearby devices. For comparison, Google

receives about 1MB of data, and Apple's 42KB. When idle, the Android Pixel sends about 1MB of data every 12 hours, while iOS shares 52KB of data. Plus, Google even collects around 20 times as much mobile phone data as Apple, and the majority of users in the U.S. own an Android device.

There are even add-ons like iCloud, Safari, and Siri that send user data to Apple, whether or not users allow this activity, or even know their data is being shared. On Google Android, the equivalent applications that transmit this data are Chrome, YouTube, Google Docs, Google Messaging, Clock, Safetyhub, and Google Searchbar. A big reason these devices end up sharing so much data has to do with connecting to backend servers that automatically renew their IP addresses. Once a company has an IP address, they can often pinpoint the corresponding geographic location.


Apple was yet to comment when asked about the privacy warnings and how they affect user trust and safety. For its part, however, Google has responded to various mitigations that are underway. Still, so far, it seems like it might be a while before users wait for such mitigations.

Research on diversification and overinvestment behavior is often found in securities investment and business management fields. On the one hand, venture capital has both investment attributes and corporate management attributes, and the two theories can be extended in the field of venture capital stretch. Diversified investment behavior and excessive investment behavior directly affect the risk investment.

Performance, affecting the efficiency of venture capital as a market financing tool. the other party on the other hand, due to the difficulty of data acquisition and other reasons, in the field of venture capital. There are few empirical studies on investment and over-investment behavior, and large-sample empirical studies are needed. The research validates existing theories.

# 3. Tencent's External Problems and Cause Analysis

## 3.1. Political Progress and Lawmaking Caused by the Internet

*The advancement of politics and the formulation of laws caused by the Internet*

Since the 1990s, with the rapid development of Internet technology, the number of online names in China has risen sharply. This year, China has attached great importance to the construction of Internet laws and regulations, standardized Internet order, and related basic work such as legal system construction and website filing has been steadily advancing etc .

It is worth mentioning that on May 12, 2022, the China Consumers Association released the "May 1" public opinion analysis report on consumer rights protection, and companies such as Tencent were named.

*Establishment of International Internet Law*

Community Framework for Electronic Signatures 1999/93/EC

In order to increase consumer confidence and regulate internet trade, the European Parliament and the Council of Europe have adopted the Community Framework Directive on Electronic Signatures.

United Nations Convention on the Use of Electronic Communications in International Contracts

Since the 1980s, UNCITRAL has been active in developing uniform legislative standards for the use of electronic communications in trade. The first result of such work was the adoption of the 1996 UNCITRAL Model Law on Electronic Commerce (MLEC), followed by the 2001 UNCITRAL Model Law on Electronic Signatures (MLES). However, as model laws enacted by different jurisdictions may vary, stronger and more predictable regulations are needed.

The ICC Digital Economy Committee develops policy positions and practical tools for the Internet and ICT on behalf of users, providers and operators of information technology. The committee works with other regulatory groups such as the OECD and ICANN on many of the same issues. The committee oversees research and policy development in emerging technologies, cybersecurity, data authorization, data protection and privacy, e-commerce, Internet governance, and domain names and identifiers. Separate subpages for Internet and Telecommunications, Privacy and Personal Data Protection, and Cyber Security make the site easy to navigate and find the necessary documents.

https://guides.law.columbia.edu/c.php?g=1135532&p=8287861#s-lg-box-29397268

March 23, 2023

TikTok CEO Zhou Shou will testify before Congress for the first time on Thursday.

The hearing ahead of the U.S. House of Representatives Energy and Commerce Committee will provide lawmakers with a rare opportunity to speak directly to Mr. Zhou about TikTok's relationship with its Chinese owner, ByteDance, and the app's handling of sensitive information. ask questions. US user data and the risks it may pose to teens and children.

TikTok is trying to secure its future in the U.S., one of its biggest markets, where it claims 150 million users and has become a cultural creation machine. But lawmakers have raised questions about ByteDance's ties to Chinese governors and whether those ties would put TikTok's U.S. user data into the hands of officials in Beijing. U.S. intelligence officials, including FBI Director Christopher A. Wray, have also warned that the Chinese government could use TikTok's algorithms for "influence operations."

Zhou posted a TikTok on Tuesday on the company's main account, which has 69.2 million followers. He called the moment a "moment of truth" and said TikTok might disappear, but he would testify about the app's efforts to protect Americans. He asked users to share their love of TikTok in the comments. After weeks of recruiting, TikTok also flew dozens of creators to Washington and held a press conference with them.

https://www.nytimes.com/2023/03/23/technology/tiktok-congress-hearing.html

Among them, there are two attack points surrounding TikTok: one is that TikTok is a "spy weapon" developed by China to steal American data privacy; China is waging psychological warfare against the US."

Representatives have a very "personal" way of asking questions.

For example, some councilors mainly play the card of popularizing Internet knowledge, thinking that as long as TikTok is able to connect to the Internet, it can be proved that it has stolen data. So netizens around the world saw the outrageous scene——

Rep.: "Will TikTok tap into home WiFi networks?"

Zhou Shouzi: "Sorry, I didn't understand your question."

Rep.: "If I have TikTok on my phone, and my phone is connected to WiFi, will TikTok access the network?"

Zhou Shouzi: "If you're asking about this, then it has to access the network to connect to the Internet."

This question is tantamount to asking "Should I use my mouth to eat?"

Therefore, Tencent's development will still encounter political and legal obstacles. But it also shows that it will become more perfect.


**3.2. Market competition is fierce**

With the rapid development of China's Internet industry, the Internet serves as a huge information platform, and network users can compare and choose fairly until they find the best one.

Through massive user resources and relying on instant messaging as a platform, it has become an enterprise with full-service Internet development. As of the second quarter of 2009, the registered accounts of Tencent's instant messaging tool QQ have exceeded 1.057 billion. Tencent.com has become China's most visited comprehensive portal e-commerce platform, and Paipai.com has also become China's second largest e-commerce trading platform.

**3.3 Competition in related industries**

*1.The threat of new entrants to the industry*

It mainly depends on the level of barriers to entry. As an instant messaging company that started earlier in China, Tencent has a near monopoly on the Chinese market, and therefore has erected relatively high barriers to this industry. And differentiation is also the goal that Tencent is constantly pursuing. For this purpose, it has developed a series of services related to Tencent QQ, and the advantages of product differentiation are obvious.

*2. Bargaining power of suppliers*
Since Tencent's products are mainly virtual items, there is no upstream industry, resource supply. Respondent concentration and other aspects of the impact.

*3. The threat of substitutes*
Tencent QQ is an instant messaging tool, and its products are also virtual items. It is developed by the company and is not subject to substitutes.

*4. Bargaining power of customers*
Customers of Tencent are completely free to use the software for the public who choose the instant messaging tool. On the basis of the communication software, a series of other service products have been extended, such as QQ membership, yellow diamond, red diamond, green diamond, etc. Customers can choose according to their needs. There are no substitutes for this type of product, and there is no need for face-to-face negotiation with customers. Instead, customers can complete consumption by converting RMB into Tencent virtual currency, Q coins, and customers have low bargaining power. There are no large-scale retail terminals for online virtual items.

*5. Analysis of competitors in the industry*
*Ⅰ. Worldwide*
Although FaceBook has swept the world, it has encountered resistance from different social networking sites in many countries. The green area in the figure
The domain is Facebook's sphere of influence. In Russia, VKontakte dominates social networking sites; in China, QQ ranks first.
Beijing time, June 8, 2009 news: According to foreign media reports, Italian PR company and former Microsoft Italian marketer
Vincenzo Cosenza presents us with an interesting survey showing the most popular social networks by country website, and used Alexa and Google Trends to monitor the website traffic in June 2009, pointing out that some countries Website trends.
The green area in the figure is Facebook's sphere of influence. In Russia, VKontakte dominates social networking sites;
China: QQ ranks first; in Brazil and India, the main opponent is Orkut; in Central America, Peru, Mongolia and Thailand: The most popular; Cyworld is very popular in South Korea; Japanese netizens love mixi; Middle East is Maktoob; Philippine netizens are the most Support Friendster.
Obviously, according to Alexa data, Facebook has surpassed MySpace in the United States. Maybe Vincenzo The data on which Cosenza is based is not the most accurate, but it has the advantage that it can be analyzed according to the situation of different countries. But，It

would be better if the data from comScore was used, because these data are more authoritative.It can be seen that Tencent is almost in a monopoly position in China's communication industry, but there are still competitors.

Relying on existing international successful cases, the international application of digital transformation software established by Microsoft. From individuals to corporate nations, such changes are needed. In order to conform to the trend of the times, improve efficiency, and do a good job of resource integration to face unexpected problems and innovations.

*Income diversification.* Compared with Facebook and Tencent, these two social-based companies, Tencent has significantly more sources of income than Facebook, which also shows that it has a stronger ability to resist risks. Tencent's revenue diversification is similar to Google's.

*B. to invest.* Tencent's investment is 360 billion, while Google's is 70 billion, and Facebook's is 40 billion. Tencent is comparable to China's Berkshire. Many people have counted Tencent's investment income, but many have not counted it. Tencent hides its shareholding, such as In 2017, Tencent bought Tesla for 1 billion US dollars, and now it has increased by more than ten times. Wait, a rough estimate, Tencent has 150,000 million investment income, which has not been included in the balance sheet.

*The digital transformation of The Coca-Cola Company.*

Coca-Cola has dominated the beverage industry for more than 100 years. Over 94% of the world population recognizes the red and white logo. Over 1.9 billion Coca-Cola products are consumed each day. Much of its success over the last century comes from excellent marketing; but almost equally as important, its willingness to innovate.

Today, Coca-Cola continues to innovate through digital transformation technologies. Consumers are constantly changing and competition is always growing stronger. Although Coca-Cola is the largest brand in the entire world, it recognizes that digital transformation is a necessity for it to continue its success into the future.

Coca-Cola is digitally transforming every part of the company. From manufacturing to consumer experience, digital technologies are being created to provide value.

The company uses artificial intelligence to develop new products. Back in 2009, it launched a series of self-serve drink fountains. Customers could pour their favourite drink and also choose from a selection of flavour shots to add. Little did they know, the machines were collecting data on each drink that was poured. After collecting billions of data points, Coca-Cola utilized artificial intelligence to analyze the data. With it came a new product: Sprite Cherry.

Coca-Cola's supply chain also uses artificial intelligence for its Minute Maid and Simply Orange drinks. Orange's only have about 3 peak months of prime harvest, but products must be made year-round. The company collects endless amounts of data to produce a consistent quality year-round. Weather, crop yields, satellite imagery, consumer preferences, and flavour makeup are all captured and analyzed. All of this data is used to influence the taste of the final product so that it meets the quality standards. This highly advanced analytics system uses over 1 quintillion decision variables in order to produce a consistent product any time of year.

On the consumer side, Coca-Cola is innovating with high tech digital vending machines. Customers download an app that lets them collect and redeem loyalty points every time they

purchase from the vending machine. That way customers are more inclined to use Coca-Cola vending machines over the competition. It's a win-win as customers get a better experience and the company builds more loyalty. This endeavour has proven successful with 1 million vending machines across Japan and over 6 million users on the app.

Coca-Cola has no plans to stop its digital transformation momentum. In fact, it has partnered with Siemens to continue innovating its production facilities. A new manufacturing information system will be deployed to 100 production lines and 18 different production facilities over the next two years.
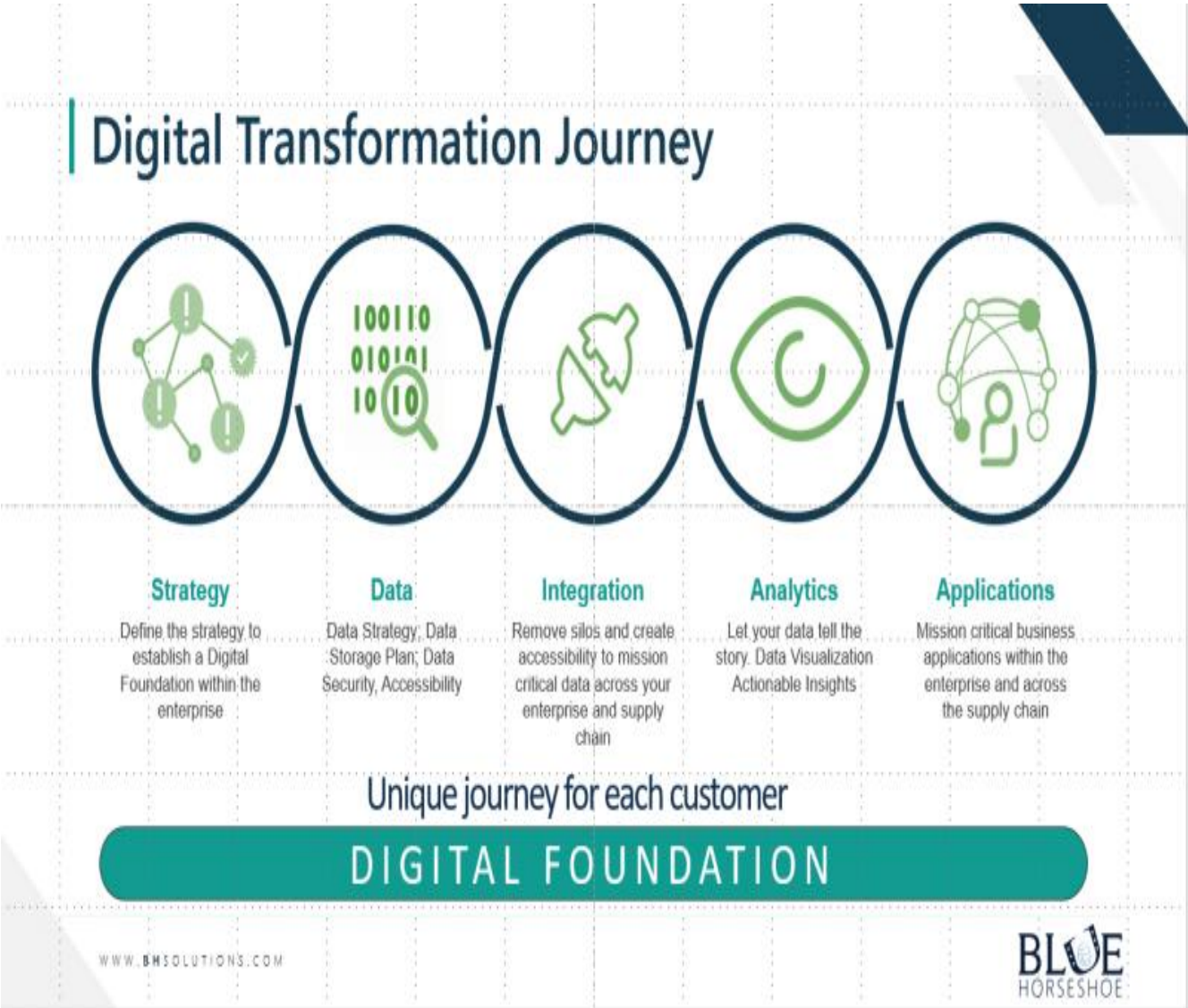


**Table4. Digitl Tranformation Journey**

*https://msdynamicsworld.com/video/upgrading-d365-digital-transformation*

Microsoft Dynamics 365 powers digital transformation.Blue Horseshoe shares how strategy, data, integration, analytics and applications can play a role in the digital transformation

journey. Information on how solutions (such as D365, Microsoft Analytics, ISV solutions available on Power Platform and Microsoft App Source) can help enhance your business.

An institution must consider myriad variables and obstacles when deciding between making a digital upgrade or launching a full-scale digital transformation. Among the many concerns are cost and what an organization can realistically afford. For digital transformation to succeed, institutions must commit infrastructure and personnel resources to the cause. Stakeholders and transformation leaders should build out their initiatives with a clear budget in mind as well as clearly outlined outcomes.

Additionally, institutions must weigh their current needs against their long-term vision. Campus leaders must also be aligned on the immediate task at hand. A successful digital transformation requires a unified perspective; departmental and administrative leaders must be aware of what is needed of their teams and how they can contribute to change.

If implementing digital transformation seems like a big task, that's because it is. There's also no clear answer on whether an institution should pursue digital transformation or a shorter-term upgrade. The former will likely lead to more substantial and noticeable results, but it may simply be out of reach for some institutions. Other institutions are trying to remedy this issue and manage the transition from a pre-pandemic time to a post-pandemic reality by upgrading and patching legacy systems. While this approach may work for some organizations, simply putting a bandage on current challenges will not be enough for the long-term, post-pandemic survival of every campus.

https://er.educause.edu/articles/sponsored/2021/8/digital-upgrade-vs-digital-transformation-whats-the-difference

Relying on the existing system and resources, as a convenience for Chinese enterprises, it provides services and cooperation for the digital transformation of Chinese enterprises, medical care, agriculture, government departments, etc.

Help them achieve data transformation with minimal loss. However, with the development of the times, more companies with the same type of service continue to emerge, and Tencent should also establish its own unique advantages, such as a powerful database and backup data room.

Although FaceBook has swept the world, it has encountered resistance from different social networking sites in many countries. In Russia, VKontakte dominates social networking sites; in China, QQ ranks first.

Beijing time, June 8, 2009 news: According to foreign media reports, the Italian public relations company and former Microsoft Italian marketer. Vincenzo Cosenza presents us with an interesting survey showing the most popular social networks by country.website, and used Alexa and GoogleTrends to monitor the website traffic in June 2009, pointing out that social media in some countries Website trends.In Russia, VKontakte rules the social networking site;

In China, QQ ranks first; in Brazil and India, the main opponent is Orkut; in Central America, Peru, Mongolia and Thailand, hi5 .The most popular; Cyworld is very popular in South Korea; Japanese netizens love mixi; Middle East is Maktoob; Philippine netizens are the most Support Friendster.

Obviously, according to Alexa data, Facebook has surpassed MySpace in the United States. Perhaps the data on which Vincenzo Cosenza is based is not the most accurate, but its advantage is that it can be analyzed according to the situation of different countries. But It would be better if the data from comScore was used, because these data are more authoritative.It can be seen that Tencent is almost in a monopoly position in China's communications industry, but there are still competitors.

*II. Within China*
*Competitors in the instant messaging industry*

**Microsoft Service Network** is an instant messaging software launched by Microsoft Corporation. It can conduct text chat, voice conversation, video conference and other instant communication with relatives, friends, and work partners. You can also use this software to check whether the contact is online. Microsoft MSN mobile Internet service provides including mobile phone.

MSN (instant messaging Messenger), Bing mobile search, mobile SNS, the world's largest WindowsLive online community,Innovative mobile services such as Chinese information, mobile entertainment, and mobile discounts satisfy users' communication and social needs in the mobile Internet era.

Communication, travel, entertainment and many other needs, it has a large user base in China. MSN is mainly focused on business, which is different from QQ which focuses on entertainment. Therefore, most of MSN's user groups are company or enterprise personnel, while QQ's users are the general public.

**Way Wai Voice** is an Internet-based group developed by Guangzhou Duowan Information Technology Co., Ltd.

Team Voice Communication Platform  Free voice software for gamers with powerful functions, clear sound quality, safety and stability, no resource occupation

pieces. It is usually represented by YY on the Internet. Guangzhou Duowan Network Technology Co., Ltd. was established in November 2005 and is a rising star.

Its YY voice is the largest game voice communication platform in China, and it is a multiplayer voice entertainment platform designed for Chinese users

Especially suitable for guilds and entertainment users in the game. The considerate design has made YY become the first choice of many games since its launch.

The first choice of users and voice entertainment users. The company is primarily targeting instant voice communication. It is an entertainment tool that can be different from QQ, also known as YY voice. It is an excellent team voice software. Its number of users and voice call quality are far ahead of other similar software in China. Using the Waiwai voice platform, you can efficiently play and fight with friends, and all of this is free. Waiwai Voice has developed from a simple voice software to a collection of multiple functions. The IM software with a huge user base is no longer a simple voice software. YYwan

Functions such as crowd, YY voice channel, and YY friend chat can all be realized in YY software, and there are other wonderful things

Function.

**Baidu Hi** is a set of text messages, voice and video calls, and file transfers launched by Baidu. Instant messaging software with other functions, through which you can easily find like-minded friends, and connect with friends at any time.

There are mainly functions such as Baidu friends, interest search, interest groups, Baidu space, close friends ranking, email login, skin color change, etc.

module. The biggest advantage of Baidu hi is that it is associated with Baidu accounts, including Baidu Post Bar, Baidu Space, etc.

Hundred

As the world's largest Chinese search engine, this communication software is also widely used and has formed its own characteristics.

**Fetion** is the integrated communication service of China Mobile, that is, integrated voice IVR , GPRS,Various communication methods such as SMS, covering three different forms, fully real-time voice service, quasi-real-time text

and small data volume communication services, non-real-time communication services-customer communication needs, realize the Internet and mobile

Seamless communication service between networks. The main users of Fetion are college students, and the traffic of the mobile company is transmitted to the mobile phone instant message.

### 2>. Competitors in other industries

In the process of continuous development and growth, Tencent has developed a series of related products, such as QQ Music, QQLive, QQ Games and so on. In the process of Tencent's product diversification, it has also continuously brought in competitors from other industries. Worth mentioning is the "making a tough decision" farce.

On July 7, 2011, Tencent decided to spend 890 million Hong Kong dollars to invest in Kingsoft, officially entering the antivirus software industry. Prior to this, Tencent issued a statement on November 3, 2010, saying that computers with 360 software installed would not be able to use QQ software. The conflict between Tencent and 360 escalated rapidly under this announcement.

At the same time, it has also become a hot topic among the two major user groups. Therefore, we need to introduce another competitor—Qihoo

360. Qihoo 360 was founded in September 2005. It is a leading Internet security software and Internet service company in China. It has successively received venture capital from CDH Ventures, Sequoia Capital, Plateau Capital, Redpoint Investment, Matrix, IDG, etc. Joint ventures totaling tens of millions of dollars. March 30, 2011 Qihoo 360 Company.

Officially listed on the New York Stock Exchange, the stock code is "QIHU".

Tencent QQ and Qihoo 360 are currently the two largest client software in China. Based on QQ, Tencent expands to all aspects

develop. With its strong market share, strong customer base, and almost the number one resource, the continuous development engulfs the Internet

Networking in all fields. Qihoo 360 is a company known for its security. Its 360 Security Guard's permanent free strategy has enabled it to occupy the vast majority of the security market share in a short period of time, and has become the second largest client software after

Tencent. For their respective interests, the two sides launched an unprecedented Internet war.

Qihoo 360 is a completely free safety-related online assistant tool software. It has several powerful functions such as malware detection and killing, plug-in management, virus detection and killing, diagnosis and repair, and protection. It also provides pop-up plug-in immunity for cleaning and use. Traces and System Restore are pending auxiliary functions. It also provides a comprehensive diagnostic report on the system, which is convenient for users to locate the problem in time, and truly provides every user with comprehensive system security protection. These functions are the core competitiveness that it has attracted a huge user base as soon as it goes on the market. Occupying the advantage of the desktop and the diversified imagination space, out of trust in Qihoo 360, users gradually let go of Qihoo 360 to help them take care of their desktops, Qihoo products are constantly gathered on the user desktops, 360 Antivirus, 360 Security Guard,

360 Safe Browser and other antivirus and protection applications. Among them, the main source of income of 360 security guards includes.

Sell NOD32 anti-virus software, search share, game joint operation, website navigation advertisement, etc. At the same time, 360

It has been planned to provide value-added services such as safe storage and backup of files on the basis of free anti-virus functions, and

Charge users. On the basis of 250 million users, as long as 1% of users use the charging service.

It can realize profit, and these directions are only a series of 360 diversified development space. For end users, it provides far more choices than these, including 360 mobile phone security guards. The upcoming "free software take-off plan", it can be said that 360 is already building its complete and unique profit model.

**Tencent has the following competitive advantages:**
①*It has a huge number of registered users and massive user data*
②*The influence of the QQ brand on netizens and the strong stickiness of QQ users*
③*Comprehensive and relatively successful product line*
④ *Mature Internet service experience*
⑤*Excellent research and development capabilities*
⑥*Experience in managing massive data*
⑦ *Stable and abundant cash flow and outstanding financial statements year after year, and strong sense of trust from investors.*

Based on the general background of the Internet market, 360 and QQ are essentially client terminals, striving for as many desktops as possible.

Face becomes inevitable. Tencent's strategy of covering all Internet applications relying on QQ will one day cooperate with 360 business overlapping, and when 360 discovered that the powerful Tencent was getting involved in almost all fields such as browsers and games.

Later, it used QQ Doctor to extend its tentacles to security software, and this is undoubtedly the way to kill 360.

It is an inevitable phenomenon that there are two major portals that rely on users to create conflicts for their own interests. Qihoo 360

In order to develop, it must put all its eggs in one bet and use its existing strength to compete with Tencent.

### 3.4. Mobile Fetion

At present, only mobile communication operators can compete with Tencent QQ in the number of users, so only China Mobile's Fetion can challenge QQ's second key competitive factor - the huge user base. As the largest and most competitive mobile communication operator in my country, China Mobile has more than 400 million users. These huge base users of Yiwenku.com, business halls all over the country, promotion bases, mobile terminals and PCs The innovation of realizing seamless interaction between terminals is the inherent advantage of China Mobile in expanding the IM market. Therefore, although the current Fetion is only in the initial stage of development, it is precisely because of its strong platform support that it has had a relatively large influence in the IM market in my country in just a few years and From behind, MSN surpassed Microsoft and occupied the second place in the industry.

Fetion QQ, as a cooperative product between China Mobile and Tencent, is also the only IM product that has realized intercommunication with QQ so far. However, the services provided by them at that time were very conservative, and there was a price for the intercommunication between the two. Threshold, in fact, can only be regarded as a superficial cooperation without real cooperation, which shows that Tencent QQ is still defending against Mobile Fetion here. Fetion, which has now ended its cooperation with QQ, is stepping up promotion and commercial exploration to explore the future of Tencent

The head-on competition between QQ and China Mobile Fetion will be inevitable.

However, judging from the current situation, China Mobile's small trial in the Internet industry is mainly to enhance the company's image and core business through the Internet

The quality of service has not yet been strategically focused on competing for Internet market share, so

Therefore, Tencent must now take advantage of the giant lion of China Mobile to take action before it wakes up.

Aggressive competition and defense strategies, grabbing China Mobile ahead of its future

The platform that can march into the Internet industry is occupied first, and China Mobile, the Huge potential competitors are strangled in the "imaginary enemy". If not, give in

China Mobile has unintentionally planted willows and willows in the Internet industry. In that case, its future will beThe Internet industry will expand its business on a large scale, and dividing market share will be the general trend overwhelming.

### 3.5. QQ Alumni

At present, most of the campus SNS, including the school intranet, are mainly through the user's own.

I display, entertain and interact with simple daily communication to attract users. On the surface, it seems very beautiful, in fact, the phenomenon of user loss and "passing by" is very serious.

If it is because when users are tired of this kind of virtual vanity, they will choose to leave,

and the relationship established between users through this platform is actually very weak, did not really maintain the relationship between classmates and friends, expand social interaction The purpose of social circles, social relations have not been substantively improved.

I think campus SNS can refer to the concept of e-commerce platform, for example.

Why does Alibaba have a huge number of active and loyal users? If Just on the surface, it is because it can help users earn money.

Money is something that campus SNS cannot hope for, but in essence, it is a network service platform for social business transactions, providing users with convenience and help.They solve real problems and create value. This e-commerce platform Idea campus SNS website is possible.

Therefore, if the campus SNS website wants to obtain a wider living space and a more Strong competitiveness, it is necessary to change the past content operation mode, so that the campus is the SNS website has become a website for users in life, study, employment, consultation, current affairs, etc.

A platform to provide help, share information and communicate with each other, so that users have content To be tolerant, to have space, to communicate effectively in an appropriate manner, and to gain tangible in value and help.It is recommended that Tencent innovate QQ alumni in the following aspects to improve QQ Alumni's competitiveness on Xiaonei, continue to maintain their pioneering position in the Internet industry Advantage.

The analysis framework of Internet product management from the perspective of value chain accounting is constructed.

Under the framework, the Tencent Weishi product management process is analyzed.

### 3.6. Internal Value Chain

This article will analyze the internal value chain of Tencent Microvision's product management process from the decision-making module, execution module, and evaluation module.

**Decision-making module**

The value created by the product decision-making module in the internal value chain of the product is mainly reflected in the determination of the product goal system. This paper will analyze the problems of the product decision-making module of Weishi from three levels: the overall goal of the product, the goal of the product project, and the individual goals of the product. .

The overall goal of the product is not specific and clear in the initial establishment period of Tencent Weishi's "recreating a Vine product. In the case of Vine's good performance in overseas markets and the large Internet companies in the country are deploying in the field of short videos. Based on Consideration of advance layout and strategic defense─Tencent has launched its own short video product—Weishi. Tencent's idea of learning from successful products and following the industry trend is more reasonable. In fact, Weishi did perform relatively successfully in the early stage. But─ The rationality of entering the short video field does not mean that Tencent Weishi has a reasonable

And a clear overall product goal. The overall goal of the product is only to "recreate a Vine" -

this emphasis on borrowing from existing product ideas implies the risk of inheriting the wrong experience of Vine and the successful experience of Vine due to imitation, which is not applicable to the development of Weishi. Includes 1 micro-vision shooting time setting. Weishi imitated Vine's 6-second video sharing concept and set the video duration to 8 seconds. However, in the 8-second era of Weishi-video creators often need strong skills-in order to show themselves and make an impact in such a short period of time. The performance of follow-up products and market feedback proved that the 8-second shooting time hindered the development of Weishi. In particular, short video platforms such as Meipai and Miaopai provide a one-minute or even longer video shooting time-Weishi's 8-second duration is more obvious when competing with them. 2 Weishi pays little attention to creating unique high-quality content. Vine lacks in-depth communication and interest support with content creators, leading to the loss of head resources of original stars and top quality content creators from Vine and transfer to competitor Instagram. Weishi also does not pay enough attention to the needs and feedback of content creators - the beauty, filters, subtitles, stickers and other functions that creators need are updated slowly and lack new ideas compared with competitors disadvantage in competition.

During the period of stagnation and closure-Tencent Weishi focused on the short-term ROI (return on investment) of the product in terms of overall product goals, but did not set appropriate overall product goals for real-time optimization according to the characteristics of Weishi itself. Although ROI is usually an important indicator to measure the success of Internet products, as an emerging short video product, Tencent Weishi pays too much attention to the short-term ROI level, especially in the early stage of the product life cycle. Weishi ignores the performance of the product in terms of content and user satisfaction, which leads to the inability of the product to cultivate its own core capabilities.

After the restart of Weishi and a new revision, Weishi still has deviations in setting the overall product goal of ignoring content and emphasizing traffic. After the restart, Weishi paid more attention to traffic introduction than content improvement for a long time, which led to the inefficiency of Weishi's marketing and promotion methods. Although a large number of users have been successfully introduced through a large amount of capital investment, due to the lack of high-quality content on the Weishi platform itself, its user stickiness and loyalty are not high. In the end, these high-cost operating methods failed to cultivate the real competitiveness of Weishi . Therefore, looking at the development process of Tencent Weishi, during its initial establishment period, stagnation and closure period, and restart period, there is a lack of reasonable and clear overall product goals that are optimized in real time. 2

Product project goal Reasonable overall product goal is the necessary basis for forming scientific product project goal, but it is not a sufficient condition. In the establishment of product project goals, Weishi has the problems of mismatching project goals, rights and responsibilities across teams, and focusing on efficiency while ignoring benefits when selecting project goals.

After the revival of Weishi in early 2018, the team in charge of Weishi came from Weishi, the SNG business group of Tencent

The top leader of the team is Liang Zhu, Vice President of Tencent. Liang Zhu's original goal was to enrich the platform with more professional and high-quality content—it has been proved that this is a reasonable direction in the field of short videos—that is to say, Liang Zhu

has set an important and reasonable overall product goal for Weishi. However, in order to achieve the product goal of enriching the high-quality content of the Weishi platform-Weishi team needs to subdivide it into multiple project goals to complete.

The goal of enriching professional high-quality content on the Weishi platform can be refined into at least the following project goals:

1. Identify and discover high-quality content creation institutions and individuals.
2. To form a reasonable and effective way of cooperation between content creators and Weishi platform to ensure the competitiveness of Weishi in content.
3. Provide content creators with competitive material rewards and promote the formation of cooperation.
4. Maintain active communication and interaction with high-quality creative institutions and individuals.

Understand the demands of content creators in real time and continuously improve the cooperation mechanism. That is, product goal 1 - enrichment of professional high-quality content on the Weishi platform = project goal 1 - identification and discovery + project goal 2 - rule method + project goal 3 - material return + project goal 4 - communication and interaction +… …

However, Weishi did not realize the correspondence of rights and responsibilities when setting up cross-team project goals, which led to unclear division of project goals and was not conducive to mobilizing the enthusiasm of team members related to project goals. For example-for project item 1 identification and discovery and project objective 3 material return -Weishi and related support teams failed to form a goal and evaluation system corresponding to rights and responsibilities. In Tencent's organizational structure - "Penguin" is the central platform for the unified distribution of Tencent's content system - the content of the front-end platforms such as Weishi all comes from "Penguin". Therefore, the decision-making power and financial rights involved in identifying high-quality content creators and signing cooperation contracts, such as sharing, subsidies, etc., are in the hands of the "Penguin" team outside the Weishi team. However, since "Penguin" and Weishi belong to two different business groups and report to two different vice presidents in charge, there is a situation where powers and responsibilities do not correspond. The Weishi team is responsible for the final platform content effects and product effects - but does not have the power and ability to identify, sign contracts and maintain content creators. On the contrary - Penguin holds the financial and decision-making power of the Weishi content platform - but has no There is a clear responsibility and evaluation system for Weishi's platform content.

Secondly - in the establishment of project objective 2 (rule method) and project objective 4 (interactive communication) - there are deviations in the dimension of benefit and efficiency in micro-vision. In order to improve the efficiency of management and operation, Microvision has outsourced a large amount of the work of maintaining content creators to third-party organizations, but it has damaged the long-term benefits of Microvision in terms of project goal 2 (rule method) and project goal 4 (interactive communication). The practice of outsourcing a large number of third-party organizations leads to Weishi's inability to

supervise and protect content creators in a timely manner when the third-party organization harms the interests of content creators, which also leads to a lack of interactive communication between Weishi and content creators and damages content creation Loyalty of users to Weishi platform.

3    Product personal goals Tencent Weishi has not set clear and clear personal product goals, and also lacks a mechanism for real-time recording, feedback and evaluation.

When Weishi restarted again—Tencent positioned it as a new strategic business—for a period of time—there were not a few people within Tencent who wanted to transfer to Weishi. Although the Weishi team has attracted a large number of members within a year-but for many employees who joined the Weishi team-"I don't look like an employee in a strategic business"-the goal of Weishi after the restart , strategy and style of play are not clear. The Weishi team also has no real-time record feedback and evaluation mechanism for the goals and achievements of members. Weishi's lack of personal goals for products is not conducive to the full play of employees' enthusiasm and the realization of overall product goals.


**Execution module**

*Agile development model*

Weishi adopts the agile development method introduced by Tencent since 2006. After more than ten years of agile practice in different teams, Tencent's agile model is becoming more and more mature. In cooperation with agile development, Tencent has developed a research and development model based on TAPD.   That is, Tencent's agile product development framework. TAPD draws on the essence of the industry's thinking—through the agile precipitation practice of the Tencent team—to form Tencent's own agile product development model.

TAPD aims to improve the efficiency of team collaboration and help the team to be agile and adaptable at the same time. It is conducive to team growth and distributed collaboration. TAPD is the core platform used by Tencent R&D personnel in their daily work. Taking TAPD as the core-Tencent Weishi's product management includes the following stages from demand generation to realization:


①Demand collection.

The needs of Weishi come from many sources—in addition to the needs of the product itself—there are also the integration needs of various cooperative departments, such as the needs raised by the product management team and the needs of user feedback. Faced with complex sources and frequently changing requirements, the team builds a requirement pool (Backlog) on TAPD to uniformly record and track requirements (UserStory). The product manager first creates a work item for each collected requirement and marks the source of the requirement. However, in the requirement collection of products-there is a situation where the number of completed requirements is used as a reference for the workload-this leads to the problem that the product team is often overloaded with requirements, and because the product management team has a small number of people and a high degree of decision-making power. This resulted in product teams often facing additional workloads that were improvised by management. Therefore, the product team is often faced with the pressure of a large number of tasks to perform, while not paying enough attention to and investing in decision-making

and evaluation.

*② needs analysis.*
Collected requirements cannot be delivered directly to development—product managers and product-related decision-makers need to analyze and identify them—including prioritizing requirements, writing specific requirements descriptions, matching and associating corresponding design drafts, requirements documents, etc. The analysis and identification of requirements are often based on the overall product goals. In the case of ambiguous product goals faced by Weishi, the decision-making power of key product requirements analysis is often in the hands of very few product executives.

*③Demand review and scheduling*
After the requirements have been analyzed and refined by the product manager, relevant stakeholders need to be convened to review the requirements. Requirements that reach a consensus can enter the scheduling stage—including confirming the executor of the requirement—and setting the completion deadline of the requirement. Demand review and scheduling is a process of balancing the resource interests of different departments and teams. The lack of a unified goal and assessment system among different business groups has resulted in a large amount of coordination costs and delays in the demand review and scheduling process of Microvision.

*④ Demand follow-up*
According to the completion of the requirements, the status of the requirements is changed and the relevant person in charge is transferred. The manager checks the progress and workload and conducts overall management. At the same time, a product involves many requirements, and Tencent's senior manager (product director) is often in charge of multiple products. The head of the product manager team is often responsible for the internal and external communication and coordination of the product planning team, and the follow-up of key requirements and key points. Therefore, Product-related managers generally only control key requirements or key steps - it is difficult to fully and timely control the efficiency and effectiveness of products.

*⑤Iterative - Agile development*
Agile development takes the needs of users as the core     adopts an iterative and step-by-step method for software development.
Through tapd, you can know the current status of all the tasks to be completed in this iteration, and the     statuses include "To, Do", "Doing" and "Done". After the product-related requirements are realized, it is necessary to cooperate with the operation and obtain relevant feedback from the market and users in a timely manner. However, under the background of rapid iteration of agile development-under the background of heavy product requirements and human resource constraints-the collection of market and user feedback exists for the realization of product requirements. For example, in order to complete the product requirements, the market and user feedback are only taken care of by individual product personnel, or the daily maintenance is performed by inexperienced interns, etc. - insufficient

human resources are invested.

To sum up-Tencent's agile development model with TAPD as the core has the following problems:

1. The proportion of executive work is too high. Insufficient attention and investment in decision-making and evaluation.
2. The decision-making power of key product demand analysis In the hands of very few product executives.
3. There is a lack of unified goals and assessment systems among different business groups. There are a lot of coordination costs and delays in the demand review and scheduling process of Weishi, which is not comprehensive to the efficiency and benefits of products. Timely control.

**Horse racing mode not applicable**

Tencent encourages the internal development of multiple products in the same track - those who gain an advantage in the competition of multiple products will receive more resource support from Tencent. This is called Tencent's "horse racing model"—this model is conducive to encouraging employees to innovate, promoting healthy internal competition, and rational use of Tencent's company resources—which has given birth to successful products such as WeChat. However, the multi-point attack horse racing model is not suitable for content-based platform products such as Weishi. Especially in the competition with short video platforms such as Douyin and Kuaishou, which already have first-mover advantages, the horse racing mechanism has caused fragmentation and repetitive waste of Tencent's related resources. Tencent has launched 14 short video applications successively under the horse racing mechanism. Short video product resources cannot be concentrated. It is difficult to form an advantage in platform products such as short video.

**Inefficient marketing and promotion methods**

For a long time-Weishi has adopted a method of emphasizing traffic and ignoring content in operation. Even though Weishi got a new revision after restarting, this situation has not changed. In terms of traffic drainage - Weishi has followed the method of using celebrity effects to increase traffic - spending huge sums of money to attract stars and Internet celebrities to settle in - although it has attracted more fans and users - its stickiness and loyalty are very low. In terms of promotion, Weishi has carried out intensive product placement in the promotion of a large number of Tencent products. This method of using the platform for monopoly promotion is likely to cause aesthetic fatigue to users, resulting in resistance. Microvision relies too much on product performance indicators in execution and ignores the impact of execution methods on the product itself. Weishi regards the increase in the number of users and the increase in user usage time caused by the creation of high-quality content as an indicator to measure the benefits of enriching high-quality content on the Weishi platform. The product itself and the user experience. This kind of neglect gave birth to Weishi's operation and promotion methods such as "watching videos for a long time to get red envelopes" and "downloading Weishi to get red envelopes"-although this method can increase the number of users and user usage time in the short term through monetary incentives-but it does not mean that Enrich the professional advantages on the Weishi platform.The real

realization of the goal of quality content.

**Evaluation Module**

In the closed stagnation period, Microvision only uses traditional indicators to evaluate Microvision, and lacks multi-dimensional dynamic evaluation.

The evaluation system has led to misjudgment of product prospects and even the short video field. Short video products are better than traditional Internet.

Network products require longer time accumulation and more initial resource investment.

Horizontal value chain

Tencent Weishi's neglect of the horizontal value chain makes Weishi have problems in establishing and optimizing the target system and execution methods of products.

First of all-Tencent Weishi is not enough to analyze the product value chain of its competitors. Since the resurrection of Weishi in 2018, Weishi's benchmarking competitor has been confirmed as Douyin. Benchmarking indicators include the number of daily active users and monthly active users.

# 4. Discussion and Results

## 4.1. Discussion

### 1. Go digital to increase efficiencies

Internally, the company is using augmented reality (AR) in its bottling plants to connect technicians to remote experts who can help service equipment. Through the use of AR, the remote technical expert is able to see exactly what the technician at the plant is seeing to better diagnose and remedy issues. AR is also used to check in on and fix remote vending machines, eliminating the costly expense of transporting technicians around the globe.

Coca-Cola has also found ways to leverage data to ensure consistency in their products and efficient production of those products. For instance, for their orange juice, at any given time they're monitoring weather, crop yields, and satellite information, among other data points, to make sure they're growing crops efficiently and maintaining the right flavor ratios. Thus, if poor growing conditions arise they can quickly pivot and adjust pricing and distribution where necessary.

More recently, the company began using artificial intelligence (AI) in its vending machines to accept mobile payments, offer specials, track sales, and trigger maintenance and refill needs. This allows them to avoid out-of-order machines, which not only costs them sales, but creates a negative experience for the customer. It also provides a window into customer behavior and buying patterns, allowing them to adjust pricing and ordering accordingly.

### 2. Always be listening and learning

By getting to know and understand their customer and their behavior patterns, Coca-Cola improved their ability to introduce new products they already know will be a hit. Sure, they still have the occasional misstep, but by monitoring things like data from their vending machines and self-service soft drink fountains, the brand gains key insights into what custom blends their customers are making.

They've carried the listening over to social media as well, constantly monitoring posts and photos about the brand and its competitors. Through this lens, the company is able to see how its products are represented, who their consumer is, where they are, and what motivates them to post in the first place.

Aside from using active listening to collect imperative data, there also well positioned to provide a more personalized experience to each customer. This was something Coca-Cola glommed on to seven years ago when they introduced their "Share a Coke" campaign. They understood the power of personalization and how it shapes the customer experience.

### 3. Create a personalized experience online and off

Now the beverage goliath is looking to take the customer experience a step further with its AI-enabled vending machines. They're beginning to roll out app-controlled machines that enable customers to order drinks --now two at a time -- from any location and have it ready to

pick up at their chosen vending machine.

The app will also enable two-way communication and will tailor to each vending machine based on its location. For example, for vending machines on college campuses, the app will have a fun personality versus those in the hospital setting that may be focused more on utility and functionality. In doing this, Coca-Cola has a direct line of communication with its customers even when a third-party distribution channel is involved.By listening to their customers and monitoring data, Coca-Cola identified a friction point and successfully utilized technology to solve the problem. They also keenly discovered how to integrate the online and offline to create an experience focused on building an emotional connection.

https://www.inc.com/jeff-pruitt/4-digital-transformation-lessons-to-learn-from-coca-cola.html

**4. Information and Communication Technology (ICT)** is often developed and applied in the process of economic and social change that continues to adopt digital technologies, and thus plays a vital role in digital transformation. Since the 1950s, electronic computers have evolved through four generations, each showing a change in hardware size and an increase in the performance of the computer's operating system. Thanks largely to dramatic improvements in computer components and manufacturing processes, today's computers cost one-thousandth the cost of the largest computers of the mid-1960s, and outperform the latter.

In addition, the technological progress in the ICT field over the past few decades has exceeded our expectations by a lot. Breakthroughs in ICT over the last decade have given birth to smart digital technologies such as artificial intelligence, the Internet of Things, cloud computing, cyber-physical systems, and big data, which have triggered a new wave of digitization. For example, computer scientists have started artificial intelligence research since the 1950s, but until the last decade, faster processors and higher storage capacity, larger data sets, higher performance Thanks to advances in hardware, including algorithms, artificial intelligence has been realized as new applications are opened up. Smarter digital technologies are blurring the boundaries between the physical, digital and biological worlds, which is one of the most prominent features of current digital development, says Klaus Schwab, founder and executive chairman of the World Economic Forum. Schwab) called it the Fourth Industrial Revolution. As a result, digital technologies permeate all aspects of our social and economic life, enhancing the potential of individuals, businesses, industries and governments across the economy.

*China's achievements in the new round of digitalization*

In the 1990s, the average growth rate of China's ICT sector was four times the world average. Thanks to the rapid development of the ICT industry and cheap labor, China, as the world's factory, has become the world's largest ICT exporter. The export value of the ICT sector surpassed Japan and Europe in 2003 and the United States in 2004.

However, in terms of ICT innovation and application, there is still a huge gap between China and developed countries. In order to bridge the gap, seize the opportunities of digitalization and reshape the momentum of economic growth, China recognizes the importance of the fourth industrial revolution and embraces the new round of digitalization with great enthusiasm. On the one hand, the private sector has played a larger role in this round of digitization. Statistics show that the amount of angel capital investment increased from RMB

1.22 billion in 2013 to RMB 14.7 billion in 2017, a considerable part of which came from the private sector. On the other hand, the government has formulated a national strategy for big data and "Internet +", and formulated regulatory rules for emerging industries based on the principles of "encouraging innovation, inclusiveness and prudence". A favorable regulatory environment has spurred a boom in digitalization in areas such as transportation and housing, where unexpected digital applications and new business models are emerging.

https://www.thepaper.cn/newsDetail_forward_4085384

*China's Digital Transformation and Its Implication for the Asia-Pacific"*
*Excerpts from East Asia Institute (EAI)*

5. **Combining traditional industries with a focus on realistic scenarios**, such as invoicing in the commercial field, strengthening corporate management, strengthening financial levels, and artificial intelligence application scenarios in agriculture, industry, and urban management. Business familiarity is required.

The application of the Internet in the industrial field In the industrial field, the application of the Internet is mainly reflected in three aspects: intelligent manufacturing, Internet of Things, and information management.

Intelligent manufacturing is a new production method that uses Internet technology to realize factory automation production, mainly including automation control, logistics management, quality control, etc. Through intelligent manufacturing, production efficiency can be improved, production costs can be reduced, and product quality can be improved.

The Internet of Things refers to the technology that connects the physical world with the network, and performs data transmission and information interaction through the network. In the industrial field, the Internet of Things can be used to realize automatic equipment monitoring, remote control, data collection, etc.

Information management refers to the process of using information technology to realize the informationization of enterprise management. In the industrial field, information management can be used to realize production planning, inventory management, quality control, equipment maintenance, etc.

In the field of agriculture, the application of the Internet is mainly reflected in three aspects: agricultural informatization, agricultural product e-commerce, and agricultural intelligent mechanization.

Agricultural informatization refers to the process of using information technology to support agricultural production and management activities. Agricultural informatization can be used to realize farmland surveying and mapping, farmland management, and agricultural information release.

Agricultural product e-commerce refers to the activities of trading agricultural products on the Internet platform. Agricultural product e-commerce can be used to realize agricultural product sales, agricultural product import and export, etc.

Agricultural intelligent mechanization refers to the process of using intelligent machinery to replace manpower to realize agricultural production. Agricultural intelligent mechanization can be used to realize farmland cultivation, agricultural product harvesting, farmland irrigation, etc.

If businesses in these fields can quickly grasp the process and requirements, their careers will

be greatly guaranteed.

## 4.2. Results

This paper adopts the method of combining the existing research value of value chain accounting with the current product management practice of Internet enterprises.
Combining with the status quo, from the three perspectives of internal value chain, horizontal value chain and vertical value chain, an analysis framework of Internet product management from the perspective of value chain accounting is built. This paper summarizes the research conclusions of the Internet enterprise product value chain as follows.

1. At present, my country's Internet companies are relatively weak in the internal value chain management of products. In the internal value chain management of my country's Internet companies, there are problems such as unreasonable decision-making, inefficient execution, and inaccurate evaluation. The lack of internal value chain management of Internet products leads to insufficient effectiveness and efficiency of Internet companies in the use of human resources, capital and other resources, and increases the risk of failure of Internet products in a rapidly changing and highly competitive environment.

2. At present, my country's Internet companies do not pay enough attention to the horizontal and vertical value chains of products. Horizontal value chain and vertical value chain, as two important auxiliary perspectives of product value chain analysis, play an important supporting role in optimizing the product's own value chain. The analysis and application of the horizontal value chain helps to optimize the product's own value chain, including discovering and using the product's own advantages, making up for the product's disadvantages, optimizing the product target system, adjusting the product execution method, and improving the product evaluation system. The analysis and application of the vertical value chain helps to optimize the product's own value chain. Including: identifying important stakeholders, maintaining product value ecology, cultivating and maintaining. Protect the important value of products, optimize the product target system, adjust product implementation methods, etc.

3. Constructing the analysis framework of Internet product management from the perspective of value chain is of great significance to the practice of product management. Building an analysis framework for Internet product management is helpful for Internet companies to have a systematic, accurate and timely understanding of product internal value chains, horizontal value chains, and vertical value chains. It helps to improve the level of decision-making, execution, and evaluation of Internet products. The core competitiveness of Internet products - comprehensively enhance the value-added ability in Internet product management.

Internet companies are facing a complex, changeable and increasingly fierce competitive environment. The level of management puts forward higher requirements. Through the case study of Tencent Weishi product management, this paper puts forward.

Suggests as follows:

***1. Internet companies should strengthen their investment in product system management.***
Internet companies can combine the three perspectives of internal value chain, horizontal value chain and vertical value chain, and the two dimensions of benefit and efficiency to construct an analysis framework that is in line with the characteristics of their own Internet company products.

***2. Internet companies should pay more attention to refined product management.*** Product management can refine the product management system layer by layer from the overall product level, product sub-project level and team individual level.

As a Chinese Internet company, Tencent has inherent advantages in the Chinese market over foreign companies. With its own brand traffic, the user groups of its QQ, WeChat and other app products provide huge information data and customers. And it also has enough digital transformation methods, experience, and resources. But his current focus is on a fully blooming model, and future problems are reflected in the competition with Alibaba and Baidu. If Tencent can play its own advantages and focus its development on China's overall digital transformation, it will have high profits. And when the number of successful cases reaches a certain number, it will be better to develop foreign business. It is inappropriate to compete with some international leading companies such as Microsoft in the early stage, and it is very expensive to invest in investigations. However, we must always pay attention to market trends and actively participate in the international digital transformation. So as to form its own advantages, on the premise of maintaining a large cash flow, it can reap the maximum return with the minimum cost. Moreover, by serving other enterprises and departments, the accumulation of experience and knowledge can be enhanced, and finally a strong network domain system will be formed, thereby obtaining high profits.

The Internet not only changed the economic development model, but also had an important impact on human civilization. it prompts

It has also established new rules for economic development, which makes the competitive strategy of Internet companies have both traditional levels and new levels. In recent years, my country's Internet companies have undergone considerable development and gradually matured and entered Therefore, the selection, formulation and implementation of competitive strategies are very important for Chinese Internet companies at this stage.

As the research object of this paper, Tencent Corporation is the research object of this paper. Through the analysis of Tencent's external environment and internal conditions, it selects Tencent's competitive strategy, the diversification strategy centered on the QQ platform, and the follower strategy supported by technical strength. In the process of implementing the competitive strategy, Tencent's business model and core technology innovation capabilities need to be improved, and it is also necessary to be alert to the emergence of large enterprise diseases.

In the past 20 years, China's Internet industry has developed rapidly and a large number of Internet companies have emerged, but after nearly 20 years of competition and elimination, there are only a handful of Internet companies left. Major Internet companies have found their respective fields of expertise and achieved specialization, such as Alibaba's e-commerce, Baidu's Chinese search engine, NetEase's original games, etc., all of them have occupied a

solid market in their own fields. But in this batch of excellent Internet

Among Internet companies, the most dazzling one is undoubtedly Tencent. This is not only because of Tencent's excellent operating performance, or a market value as high as 190 billion US dollars, but more importantly, Tencent is the only Internet company in China and even the world that can achieve excellent performance and market share in various Internet fields. Competitive strategy and undoubted strength have earned the respect of the industry and opponents.

Through the study of Tencent's competitive strategy, we can see that Tencent's brilliance and success are largely due to the rapid development of China's economy and the vast Internet market. Tencent has grasped this situation earlier and more firmly than other competitors. A market with huge scale and potential, filled with countless opportunities and high-speed growth. The solid and stable development pace and the low-key, pragmatic and professional management team make its development vitality enduring. Tencent closely focuses on its own core competitiveness-QQ to formulate a competitive strategy and firmly implement the strategy.

Tencent's success is of more reference than practical significance to other Internet companies, because Tencent, which has established its core competitiveness, will form a long-term competitive advantage over its competitors.

## 5. **Conclusion**

Obstacle analysis

1. Disadvantages of product diversification. First, there may be competition among internal products. Although Tencent's products have different starting points, there may be conflicts in a specific function. fused and cause user loss. For example, some functions of WeChat and QQ Shao have conflicts. Secondly, product diversification distracts Tencent's energy. With the development of the Internet, more and more new businesses are emerging. Tencent enters new fields based on strategic defense, but it is usually difficult to generate competitiveness. Instead, it disperses more personnel and energy, which may affect the further improvement of major products. Thirdly, product diversification makes the background data system more complicated. Complex data has increased the burden on Tencent's operations. Although Tencent has multiple data centers , due to the huge user base, adding a product will generate a huge amount of data, which limits the flexibility of Tencent's new business development.

Opportunity Analysis 1. Platform opportunities. After more than ten years of development, Tencent has established an ecological platform based on QQ spoon instant messaging software. Through the mutual assistance of Tencent's various services in this platform, it has achieved positive feedback development. A huge user network and a strong user relationship chain are Tencent's biggest advantages and core competitiveness. Tencent's main product OICQ in the early days of its establishment (early QQ accumulated a large number of users for the company and established a huge platform. Tencent's services and products have as many as 305 models, covering communication, social networking, games, news, shopping, payment, and finance. , security, search, life services and almost all fields.

*When faced with threats:* Try to limit or reverse the development of unfavorable factors in the environment through your own efforts or change some of your own strategies to reduce the negative impact of environmental changes on the company; you can also use market demand and threats to yourself To improve its products and enhance its defense against environmental threats; in the general environment of marketing, "threat" and "opportunity" are relative, there is no absolute benefit, and there is no absolute harm, the key is how the enterprise tries to Harness them and turn "threats" into "opportunities".

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# ABSTRACT OF THESIS

Competition exists all the time, whether it is the natural selection of humans, or the natural selection of animals and plants. Thus, competitive advantages and barriers are created. It is worth noting that Tencent, as the world's leading Internet technology company, faces particularly prominent opportunities and obstacles under the influence of economic globalization. This article introduces the development history of Tencent. Mainly adopt the method of SWOT model, first summarize and then describe Tencent's obstacles and opportunities respectively. Citing international and domestic competition cases and development examples, it demonstrates the opportunities and obstacles under the environment of economic globalization and the rapid development of nursing technology. It also discusses how to face them and achieve your own prosperity. develop. Hope this article can increase Tencent's interest and understanding on this topic. Opportunities and obstacles concept for increased competitiveness.

Among them, the equality and timeliness of market opportunities determine that enterprises must take the first step and strive for the initiative when taking advantage of opportunities. It is necessary to form a mechanism for market research, so as to gain insight into the intelligence information of various factors in the marketing environment in advance, and analyze its changing trends, so as to win the first place. In the process of taking advantage of market opportunities, whoever can "preempt" will win. Time and space win the initiative and win the victory.

Secondly, the opportunities that you perceive yourself can also be perceived by others. This requires companies to boldly "innovate" when taking advantage of market opportunities. Improve the competitive strength of the enterprise. In order to take the initiative in the competition, the enterprise must fully investigate and study the market at the beginning of taking advantage of the market opportunity, and propose contingency countermeasures predictably, including: which competitors will find the same market opportunity ? How will they take advantage of this market opportunity? After the company and its competitors have taken advantage of this market opportunity, what should they do when the competitor has similar strength and products to the company? What should I do when the product is better than the company's strength? Could this market opportunity turn into an environmental threat? Should we continue to capitalize on this market opportunity, or seek new ones...

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As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

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