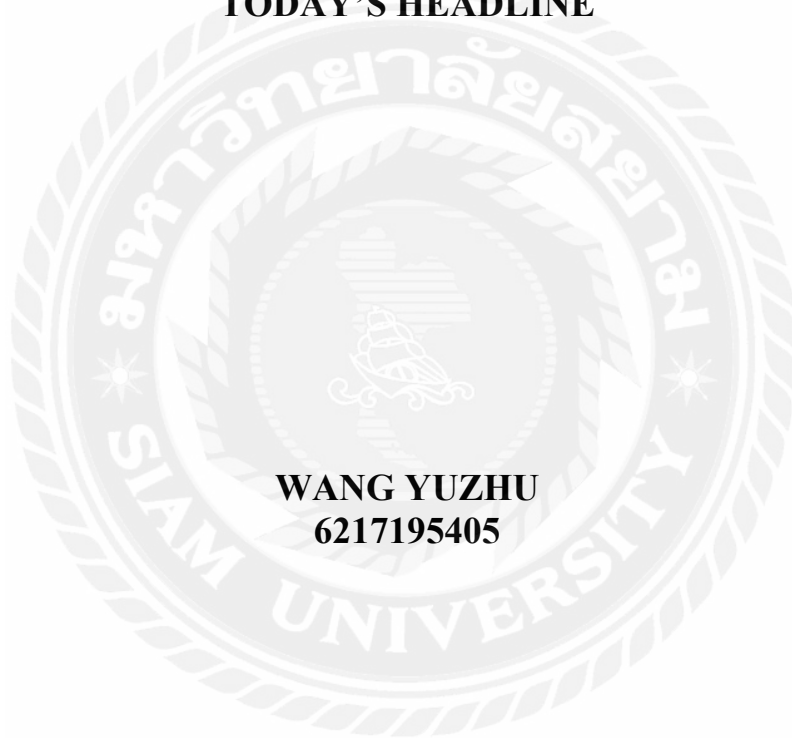




**RESEARCH ON ONLINE EDUCATION DEVELOPMENT STRATEGY OF
TODAY'S HEADLINE**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION
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SIAM UNIVERSITY
2020**



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TODAY'S HEADLINE**

**Thematic
Certificate To**

WANG YUZHU

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of
International Master of Business Administration in International
Business Management

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Date 4 / 8 / 2021

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ABSTRACT

Title: A Study of Online Education Development Strategies: A Case Study of Today's
Headline
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Major: International Business Management
Advisor:

(Dr. Zhang Li)

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At the start of 2020, COVID-19 blanketed the entire world and created a need for quick expansion of online learning, which has become more recognized as an efficient teaching platform. This research illustrates relevant scholars' opinions regarding the scale of the online education industry and the different forms of online teaching platforms. For this study, a few typical online platforms were chosen as examples to show some of the many development problems. The trend of online teaching platforms was summarized to pinpoint the focus of this research on online teaching platforms and promote their development.

The steady growth of the internet has moved traditional media to the side and introduced new media. Compared to new media, traditional media has a slow transmission speed, narrow channels, insufficient publicity, limited one-way communication, and relatively static content, leading to the gradual decline of traditional media. Many news and information apps emerged during the epidemic, and Today's Headline entered the market. "Today's Headline" is a personalized information recommendation engine product based on data mining technology. Today's Headline aims to help users conveniently access valuable information on mobile devices by recommending content based on users' interests and is a significant reversal of the traditional way of information distribution. Today's Headline uses data mining technology developed by Beijing Bytedance Technology Co., LTD. Founded in March 2012 and the first version was released in August 2012, Today's Headline has developed rapidly in a short amount of time. Data published by Today's Headline showed that by the end of October 2019, Today's Headline had more than 800 million total users, more than 240 million daily active users, and each user spent more than 130 minutes per day on the platform. Today's Headline is no longer just a news client or content aggregation platform. After years of development, Today's Headline successfully incubated several products such as Wukong Q&A Douyin short video and Micro-Today's Headline. The company also continuously expanded its content matrix by investing and acquiring exciting and half-dimensional products.

Education is the foundation of a country's development and how it is the future for families. The rise of online education brought new hope to education and defied traditional rules. The gradual development of AI technology helped online education brands strive for more smooth operation service solutions for global education and teach communication processes through machine-driven knowledge input modes and interactive relationships between users. In the marketing process, most online institutions and platforms adopt communication means that suit current groups' psychological demands through real-time analysis of dynamic behavior data of online users. These institutions and platforms began to move from traditional and extensive advertising channels to ease accepting the applications. Understanding the amount of information on the marketing mode of cooperatives, such as the excellent performance of online education brands, is imperative. Importance shifted towards user research and the focus on developing the technology and transference of the brand to adopt targeted advertising for the user see. Marketing information needs to improve the user experience on the actual education applications and enhance brand marketing for real earnings conversion rate.

The aspects of mobile speed are continually accelerating future life, and the close connections between people will no longer depend on proximity, including educational activities. Therefore, to achieve a good user experience and build an online education brand that appeals to younger users' needs should be the specific focus for continuous development of the online education industry. In addition, maintaining a high level of quality content is also a fundamental guarantee for long-term development.

Online education has become a supplement to the traditional way to learn. It can help solve the shortage of education resources in underdeveloped regions and contribute to promoting educational fairness. It is vital to improving the developed areas of education groups. The mature development of online education brands also helps to promote society members to show there is freedom of life and the way of learning. This paper employed a variety of research tools to study the development strategy of Today's Headline and its entrance into the field of online education.

Keywords: Entrepreneurship education, online education, Development strategy



摘要

题目： 今日头条在线教育发展战略研究

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2020年,新冠肺炎疫情在全国肆虐。由于疫情防控的需要,网络教学规模迅速扩大,教学平台得到了更多教师和学生的认可。在此背景下,本文阐述了相关学者对网络教育行业规模和不同类型的网络教学平台的看法。在这一部分,我们以一些典型的在线平台为例。总结了网络教学平台发展中存在的问题和发展趋势,以便准确把握网络教学平台的研究现状,促进网络教学平台的发展。

随着互联网的快速发展,传统媒体逐渐被新媒体所取代。与新媒体相比,传统媒体传播速度慢,渠道狭窄,宣传力度不够,单向传播有限,内容相对固定,导致传统媒体逐渐衰落。一大批新闻信息应用应运而生。在此背景下,《今日头条》应运而生。《今日头条》是基于数据挖掘技术的个性化推荐引擎产品。今天的头条旨在通过基于用户兴趣的内容推荐,帮助用户在移动互联网上轻松、快速地获取最有价值的信息,这是对传统信息发布方式的巨大颠覆。今天的头条是由北京字节跳动科技有限公司开发的基于数据挖掘的推荐引擎产品。北京字节跳动科技有限公司成立于2012年3月,于2012年8月发布第一版。短短几年时间,《今日头条》发展迅速。根据今日头条发布的数据,截至2019年10月底,今日头条拥有8亿多用户,日活跃用户超过2.4亿,每位用户每天花费时间超过130分钟。今天的头条新闻不再仅仅是一个新闻客户端或内容聚合平台。经过多年的发展,今日头条已成功孵化悟空问答、抖音短视频、微今日头条等多款产品。与此同时,今日头条也通过投资和收购令人兴奋的半立体产品,不断拓展其内容矩阵。

教育是一个国家发展的基础，教育是一个家庭的未来。网络教育的兴起给教育带来了新的希望，打破了原有的规则。随着AI技术的逐步发展，线上教育品牌正努力通过机器驱动的知识输入模式和用户间的互动关系，为整个教育教学交流过程提供更顺畅的运营服务解决方案。在营销过程中，所有的网络机构和平台都可以通过实时分析网络用户的动态行为数据，采用最符合当前群体心理需求的传播手段。甚至已经抛弃了传统的粗放式广告渠道，而采用了线上用户容易接受的APP在信息量上的合作营销模式，比如表现良好的线上教育品牌，甚至可以根据用户的研究重点开发技术和品牌本身采取针对性的广告投放，让用户看到和营销信息，你需要既提高用户对在线教育的应用感受，又提高品牌营销的真实盈利转化率。

基于当前技术背景和真实的软环境的基本情况，可以预测在物理和技术方面的移动速度不断加快在未来的生活中，和人与人之间的紧密联系将不再依赖于空间中，它还包括教育活动。因此，实现良好的用户体验，打造受年轻用户欢迎的在线教育品牌，是在线教育行业不断发展中需要关注的细节课题。此外，保持高水平的内容产品质量也是长期发展的根本保证。

网络教育作为传统教学学习方式的补充，不仅在一定程度上解决了欠发达地区教育资源短缺的问题，为促进教育公平的实现做出了重要的贡献，甚至对于发达地区的教育群体来说更为重要，而网络教育品牌的成熟发展也有助于促进全社会成员更加自由的生活和学习方式。本文运用多种研究工具对《今日头条》进入网络教育领域的发展策略进行研究。

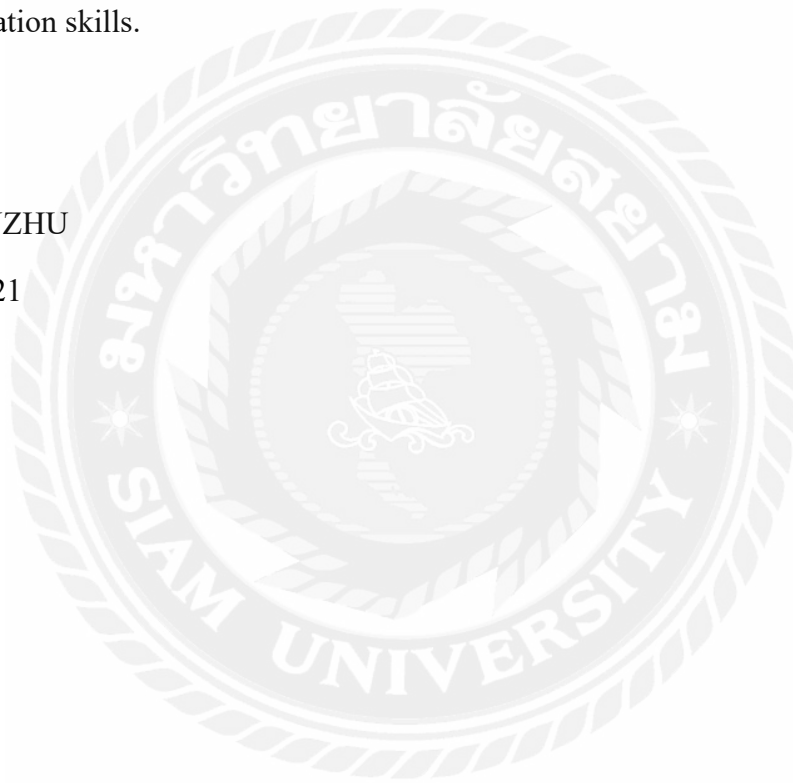
关键词：教育创业，网络教育，企业发展战略

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WANG YUZHU

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CHAPTER 1 INTRODUCTION

1.1 Research Background

Education is the foundation of a country's development, and education is the future of a family. For a family, education consumption is a rigid demand. Survey shows that more than 30% of primary and secondary school parents are willing to spend tens of thousands of yuan to buy after-class tutoring services for their children. Therefore, the education market is an opportunity for enterprises to compete for it. However, the distribution of offline educational resources in China is extremely uneven. First-tier cities such as Beijing, Shanghai and Guangzhou have the best educational resources, while third-tier and fourth-tier cities, towns and rural areas are extremely deficient in educational resources. The rise of online education brings new hope to education and breaks the original rules. Since 2013, with the rise of the concept of "Internet +", the Internet industry has been developing rapidly, and online education has become extremely popular. Thousands of online education enterprises have emerged in a short time. At present, well-known enterprises have a good future, such as net ease open course, youdao excellent course, Tencent classroom, mooc course and online school, etc.

Online Education (also known as "Internet Education", Online Education) refers to an educational form of learning and teaching based on cloud computing, big data mining, multimedia and other information technologies and taking the Internet as the carrier. Online education generally consists of PC terminal, mobile terminal, network infrastructure, online learning platform, online learning tools, teaching content, teachers and learners and other elements. Since 2012, China's online education has witnessed rapid development. Compared with traditional education, online education has broken through the time and space constraints, effectively lowered the educational threshold, and provided more learning resources and choices for users of different ages and needs. Although education is a traditional industry, it is constantly changing in the

Internet era. From the political perspective, On March 5, 2015, Premier Li Keqiang took the Internet as a strategic emerging industry at the third Session of the 12th National People's Congress and proposed the "Internet plus" action plan for the first time, which means that the traditional education industry will usher in new development opportunities. From the perspective of economy, the ratio of China's education input to GDP is relatively low compared with that of developed countries, but it is also growing slowly year by year, so there is still a huge space for China's overall education expenditure to develop. From the social level, because difference of regional development in our country, the uneven distribution of education resources between regions is more and more serious, clamor for solve the problem of unbalanced education resources growing, online education because of the advantage of not restricted by time and space, to lack of education resources of region to provide quality education resources, effectively ease the problem of the unequal distribution of education resources in our country. From the technical perspective, the popularization of the Internet, the improvement of network bandwidth, the popularization of 4G and 5G networks and mobile terminals, and the development of multimedia technology in China in recent years have provided good technical conditions for the development of online education and promoted the development of online education. Today there are advantages to getting into online education.

Since 2013, the capital market has been paying increasing attention to the online education industry, with traditional educational institutions such as New Oriental And Good Future, as well as BAT (Baidu, Alibaba, Tencent) and numerous Internet enterprises entering the online education industry one after another. Since 2013, Haofeng has increased its investment in the online education industry, investing in Babypree and Examination.com, aiming to create a full stage of online education for middle and young children. In 2014, New Oriental cooperated with Tencent to accelerate the development of its online education business and set up a live streaming platform, Kuxue.com. BAT giants accelerate the layout of online education business through internal incubation and external acquisition. According to iResearch, China's

online education market reached 156.02 billion yuan in 2016, with a year-on-year growth rate of 27.3%. It is expected to maintain a growth rate of about 20% in the following years, reaching 269.26 billion yuan in 2019. In terms of user scale, the number of online education users in China reached 90.14 million in 2016, up 21.5 percent from 2015. In the next few years, the size of online education users will continue to grow at a rate of more than 20 percent, and it is expected to reach 160 million by 2019. I believe Today's Headline will not miss the development field of online education.

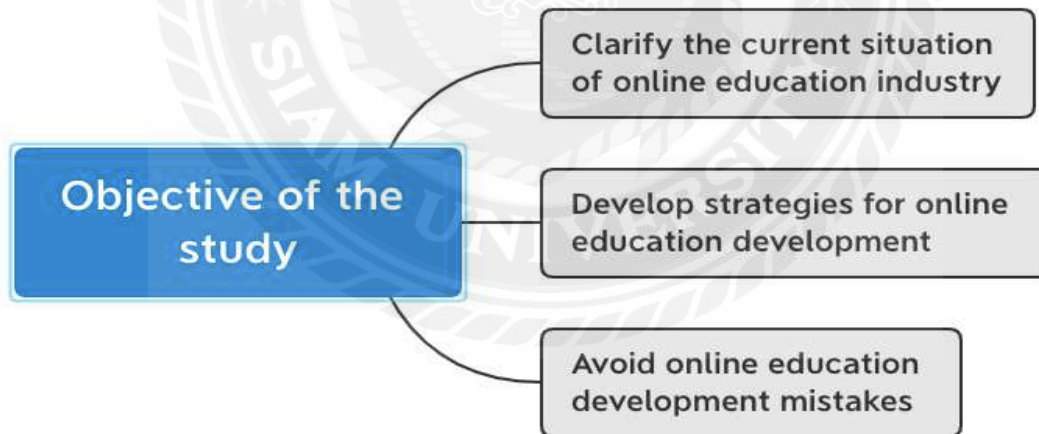
According to data released by the Internet Education Research Institute, by the end of 2015, China had about 9,500 enterprises in various segments of online education. Among them, K12 online education has developed rapidly, with about 2,200 ~ 2,400 enterprises. With the influx of a large number of capital, enterprises and new projects into the field of online education, the market competition in the field of online education is becoming increasingly fierce. A small number of online education enterprises have achieved rapid development, but most of them are facing bankruptcy because they cannot find a suitable profit model. Internet education institute surveyed 400 online education enterprise, the results of the survey shows that online education is profitable enterprise is only 16.18%, companies are losing money at 70.58%, will remain flat enterprises accounted for 13.24%, if you count the new into the enterprise and have closed in the field of online education, the overall online education enterprise is profitable is expected to less than 5%. Therefore, fundamentally speaking, the urgent task of online education in China is to actively explore new profit models. The development of Today's Headline brings us new enlightenment, which is also the main research direction of this paper.

1.2 Research Problems

The core research issue of this paper is the development strategy of Today's

Headline entering the field of online education.

1. What methods in management can be applied to the strategic research of Today's Headline entry into online education?
2. What is the development status of China's online education industry? What are the factors influencing Today's Headline entry into online education? What is the bargaining power of buyers and suppliers in the industry? What about the existing competitors in the industry? What are the new entrants? What alternatives threaten the industry? What are the current problems in the online education industry?
3. What are the advantages, disadvantages, opportunities and threats of Today's Headline entry into online education? On this basis, how to formulate the development strategy of online education?
4. How to formulate and implement the development strategy of Today's Headline entering the field of online education? What measures need to be taken?



1.3 Objective of the study

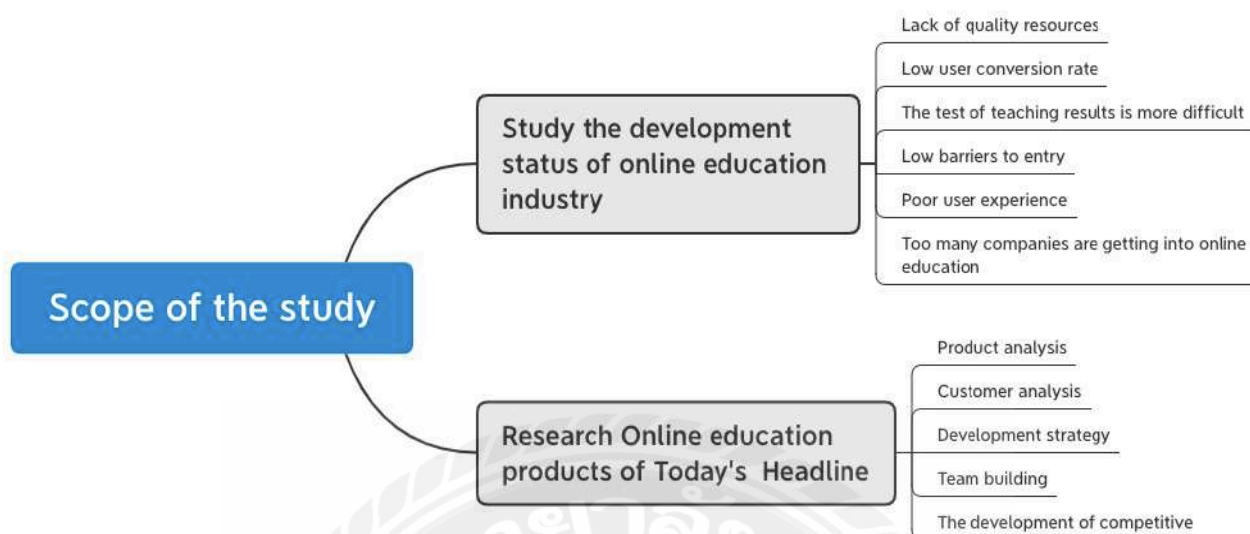
With the influence of COVID-19, online education is gradually popularizing the public and occupies an increasing proportion in the education field. Online education has become a major trend of education in the future. Throughout the online teaching platform of literature, scholars from the perspective of the whole industry development

scale, analysis of different online education platform, including Today's Headline, China university MOOC development present situation, this paper probes into the problems in the development of online teaching platform, and development forecast, forming a complete system of research, promote the development of online teaching platform. Three questions were taken as the study objectives.

1. How to clarify the current situation of online education industry.
2. How to develop strategies for online education development.
3. How to avoid online education development mistakes.



1.4 Scope of the study



1.5 Research Significance

In the era of personalized reading, "Today's Headline" has made extensive and in-depth exploration of users' interests based on science and technology, and gained a large number of users with the help of personalized recommendation technology based on big data algorithm. As mobile Internet giant flow entrance at the same time, today's headline is evolving from media platform, for the choice of content, distribution and management and so on has carried on the comprehensive reform and innovation, and build an independent, new content of ecological system, its development for our country the current content industry has a certain forward-looking. Some scholars have pointed out that the innovation of Today's Today's Headline is not only to realize the change of information distribution mode, but also to change our understanding of the content industry in a sense, which can be regarded as an innovation in the concept of information communication. Therefore, the research on the content operation strategy of today's Today's Headline client can not only provide these intelligent distribution platforms represented by Today's Headline with more theoretical guidance, but also have positive enlightenment on the development of the entire Internet content industry.

It is believed that Today's Headline entry into the online education field will also bring new development to the online education industry.

From the point of view of practice, online education as a result of numerous niche, every field has different features, has entered and want to get into all kinds of enterprises in the field of online education to get success in the field of online education, must be combined with its own characteristics and advantages, choose their own niche and business models, explore the sustainable profit model. This article through to today's headlines in the field of online education development present situation is introduced, the profit model elements analysis, industrial analysis, business model analysis and in-depth study of profit model, the online education content providers, platform providers and technology providers in the start-up period, development period and mature period should be used profit model to carry on the design. On the one hand, it can provide some valuable reference information for enterprises preparing to enter the field of online education to help them choose the appropriate business model and profit model and shorten the unnecessary exploration time. On the other hand, it also hopes to bring some enlightenment and reference for enterprises that have entered the field of online education to explore the profit model of sustainable development.

CHAPTER 2 LITERATURES REVIEW

2.1 Research on the development status of online education platform

Types of online education platforms

Xu Suyan (2014) points out that online education is revolutionary, which will shift the focus of the classroom from teachers to students. Guan Jia and Li Qitao (2014) divided online education products in the market from different perspectives -- taking products or services as reference, they could be divided into platform, resource and tool categories. Taking education stage as reference, it can be divided into K12, higher education, continuing education and vocational education. Xiaohong Yang and Xiaozhang Zhou (2017) found that examination education, foreign language education and vocational education have developed relatively mature in vertical market segmentation, and can accurately locate target consumer groups. However, the market division in the field of K12 education is relatively extensive, and the platform pursues large and comprehensive but lacks personalized innovation.

2.2 Typical online education platforms

2.2.1 MOOCs in Chinese Universities

China University MOOC is an online teaching platform of MOOC resources for well-known universities in China, which is open to the society. It was jointly launched by netease and Higher Education Press in 2014. During the epidemic period, MOOCs in Chinese universities, as the best among many platforms, played an irreplaceable role among teachers and students in universities. Relevant scholars have investigated and studied the factors influencing the learning intention of MOOC platform users in Chinese universities. For example, Chen Feifei and Dong Xiaojing (2019) have analyzed gender, age, learning motivation and other factors. Among these factors,

gender has little influence, while age and learning motivation have greater influence. The results show that students aged between 26 and 35 are more motivated to use the platform for vocational purposes, and their willingness to learn is higher than that of students in school. Of course, lecturers' teaching methods and course difficulty setting are also the focus of learners' attention, which should be paid attention to by the platform. Zeng Ziming and Zheng Anan (2019) built a model of influencing factors of MOOC learners' willingness to continue using based on the model of continuous use of information system, and selected three factors: social interaction, perceived fun and quality of MOOC platform. The results showed that the three factors were all positively correlated with learners' willingness to use. In other words, the proportion increase of the three factors can promote the positive growth of the willingness to use.

However, MOOCs in Chinese universities are still in the primary stage of development. Yuan Songhua and Liu Xuan (2014), based on the construction and practice of MOOCs in six universities including Tsinghua University, believe that MOOCs lack motivation when performing their social responsibilities of promoting the opening of high-quality educational resources to the whole society and promoting educational equity. It has not formed a self-sufficient and sustainable business operation model; Students without credit certification have a low course completion rate, etc. MOOCs should be more open in vocational education, contribute to the construction of lifelong education system, cooperate with enterprises or third-party operating platforms, set up online universities, provide credits for learners who complete the courses, and enhance social recognition.

2.2.2 rain classroom

As a new intelligent teaching solution, Rain Classroom is jointly created by Xuetang Online and Tsinghua University. Xiao Kang, Wang Qiong and Chen Yuehua (2017) believe that rain class can provide comprehensive and detailed class data based on big data analysis, including courseware data, student data, exercise data, etc., which provides a convenient channel for students to timely feedback the real learning status

of students to teachers, so that teachers can better adjust the class progress. Guangli, Lin GongXiuBin et al. (2019) sets the preview before class, classroom teaching, after class interaction, the final evaluation, students feedback, procedures, and facilities six first-level indicators, and its twenty secondary indexes constitute the rain classroom evaluation index system, using the method of G1 empowerment as a whole for the rain to study the effect of classroom practice. The results show that the application effect of rain class has passed the quantitative assessment at the end of the semester, and the students' performance has been improved, but there are still some shortcomings in the stability of the program, and the problems such as lag have a certain negative impact on the teaching effect.

2.2.3 Tencent Classroom

Tencent Classroom is a professional online education platform launched by Tencent, with screen sharing, Mai, live playback and other functions. Shi Xuliu, Yan Jiankun et al. (2020), based on the feedback of students, concluded that the audio quality of Tencent classroom live broadcast is better, with less noise and lag, which largely simulates the real class and is popular with many students. However, the answer card function provided by Tencent Classroom can only reflect the overall correct rate of students, rather than accurately derive each student's answer status like Rain Classroom. In this regard, teachers can consider using Tencent classroom teaching, with rain classroom statistics and assessment. Zhang Fei (2018) found that Tencent Classroom, with QQ client as its core, naturally has a cluster effect, but the interaction between teachers and students and students is currently limited to discussion areas, which is too single. To solve this problem, teachers can use tools such as WeChat group to develop more effective ways of interaction.

2.3 The development of online teaching platform

2.3.1 The current online teaching platform has a relatively single function

Yang Xiaohong and Zhou Xiaozhang (2017) found that the functions of the online teaching platform were relatively single, and the services provided were limited to consultation, question answering and homework correction, which needed to be improved in the aspects of teacher-student interaction, learner interaction and personalized learning. In the next four to five years, adaptive learning technology and learning analysis technology will be applied in the field of education, through the comprehensive measurement of users' login frequency, class participation, test results and other data. Based on the measurement results, learners' personalized preferences and needs can be accurately grasped, and the content with higher matching degree can be pushed to a more adaptable pace. Shi Xuliu and Yan Jiankun et al. (2020) believe that different types of online education platforms have their own strengths and weaknesses. Teachers and learners can use multiple platforms according to their own needs, so that they complement each other with their advantages and build a complete learning process together.

2.3.2 It is difficult for traditional teachers to skillfully use the online teaching platform

Online teaching requires teachers to skillfully use online platforms and other tools to carry out teaching, and have high information literacy and strong integration ability. Fu Weidong and Zhou Hongyu (2020) believe that in the face of the ever-changing technology and the explosive growth of knowledge, the teaching skills that traditional teachers have mastered in the past can no longer meet the needs of their own survival and development. The traditional training of teachers' information technology ability neglects the training of the processing ability of education information resources, and some teachers are not able to cope with the emergency, so they are easily at a loss when

they encounter technical failures, which affects the normal teaching. In order to cope with this situation, the platform can specially produce some teachers' use guides, which can visually show the detailed course production and live-streaming process, and reduce the difficulty for beginners. In addition, human customer service can also be trained on the use of the process so as to better answer the teachers' doubts and assist in the smooth implementation of online teaching

Xu Suyan (2014) proposed that, in the context of online education, teachers should no longer blindly adhere to the mode of "one speech" and focus on how they speak. Instead, they should change their ideas and adhere to the student-centered approach. Whether a teacher can change his teaching idea often determines whether he can adapt to the current trend of educational informatization. The repositioning of university posts is also a crucial factor for the development of online education in universities.

2.3.3 The resource utilization rate and adaptability provided by the online education platform are not high

In response to the national call, many online education platforms have opened up free course resources, but few of them can be put to real use. Zhou Baorong (2020) pointed out that while the vast number of platforms provide resources for free, universities and education bureaux are rushing to record courses, which indicates that the supply of resources is not matched with the demand. This imbalance is not the lack of resources, but the lack of diversity and suitability of resources; In addition, due to the problem of resource integration, the platform selected for each course is different, so students need to download multiple APPs and then jump back and forth, which is very inconvenient. Fu Weidong and Zhou Hongyu (2020) pointed out that in the face of massive online education resources and a variety of online teaching platforms, many schools are unable to start. This is mainly the quality of online education resources are uneven, many reasons for the phenomenon of mixed beads. Therefore, it is imperative for universities and platforms to actively integrate shared curriculum resources and make them closely revolve around the national curriculum plan.

2.4 Development trends of online education platforms

Since the birth of online education, the development of science and technology has been the foundation and driving force for the development of online education. After studying the relationship between 5G technology and online education, Fang Jiaming, Shi Zhihui and Liu Lu (2019) believe that 5G technology, with its advantages of high speed, low delay and ubiquitous network, will lead online education to a new level. The online teaching platform based on 5G technology can use artificial intelligence, visual speech recognition, learner portrait and other technologies to comprehensively and accurately analyze the learning status of users. On this basis, the learning efficiency of each link can be significantly improved, so as to truly meet the personalized and diversified needs of learners. Guan Jia and Li Qitao (2019) put forward that mobile terminal represented by smart phones has been favored by more and more users, and mobile online education is the general trend. In addition, in the age of information explosion, learners need to interact more with teachers in the learning process to keep their attention. At the same time, the platform also needs to provide more professional search engines, so that they can locate the information they want faster and more accurately from the massive resources.

CHAPTER 3 RESEARCH METHOD

3.1 Literature research method

In this paper, by consulting a variety of relevant literature and theoretical works, on the one hand, the use of relevant theories to define the research object of this paper; On the other hand, on the basis of summarizing the existing relevant research results, the theoretical framework of the paper is determined, and the research entry point of the paper is determined according to the focus of the existing research.

This paper obtains the latest industry data of the news client by reading the industry report on the news client released by CNNIC, iMedia Consulting and other institutions. In addition, China National Knowledge Infrastructure (CNKI), Wanfang Database, Google Academic and other websites searched and consulted literatures related to Today's Headline's News APP with keywords such as " Today's Headline APP", "use and satisfaction" theory, and "communication effect", and combined with comprehensive analysis of online education provided reference value for this paper.

3.2 Interview method

In order to understand the usage situation and emotional response of Today's Headline News clients more objectively, this paper conducts research and discussion and feasibility analysis by comparing online education. Users of Headline will be invited to conduct interviews, mainly considering users' more precise usage and conditions, such as asking about their attitudes and comments before and after using the Headline client, so as to obtain users' more real and comprehensive feelings about media use. By comparative analysis of Today's Headline and similar news clients, the advantages and disadvantages of Today's Headline in content operation strategy are found, and specific optimization suggestions are put forward more pertinently.

3.3 Case study method

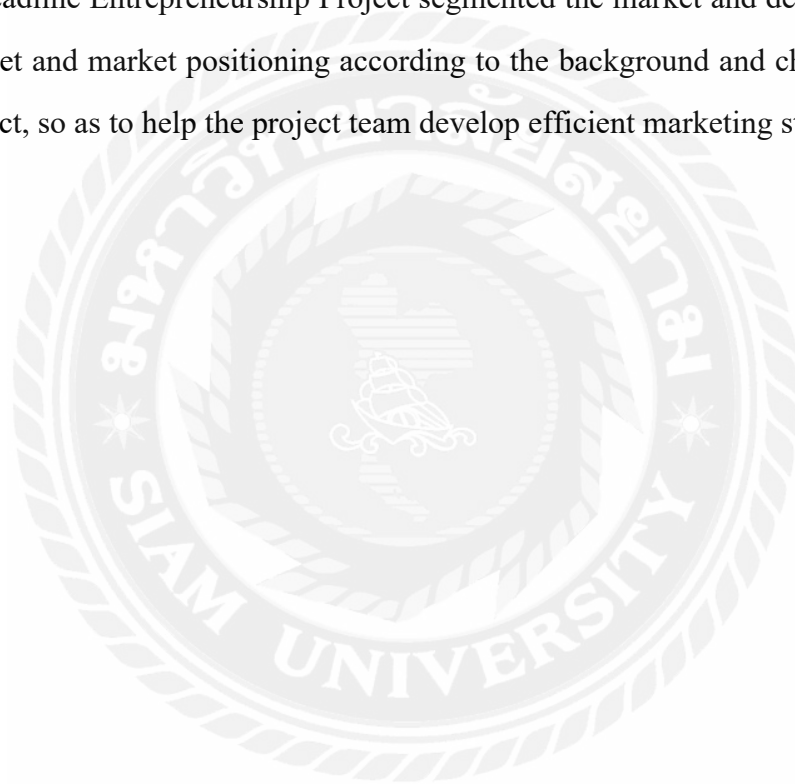
This paper takes Today's Headline as a case to analyze and study its content operation strategy. Through the long-term use and observation of Today's Headline, on the one hand, we can grasp its development and change process as a whole, and on the other hand, we can have a deeper understanding of its advantages and disadvantages in content operation. China's huge population has created a strong demand for the education market. Currently, the number of education and training institutions in China has reached 200,000. In 2019, China's education and training market is estimated to reach 3.24 trillion yuan and is expected to reach 7.5 trillion yuan by 2025. In the face of the current market situation, Today's Headline online education platform came into being. With its language discipline advantages, high-quality products and services and high-cost performance, it entered the online education market. However, it is still faced with the problems of lack of platform operation experience, low visibility and fierce market competition. Based on this, this paper, based on the online platform of Today's Headline Education, analyzes and studies the entrepreneurial strategies in the education industry, so as to provide reference and help for the development of entrepreneurial projects.

3.3.1 SWOT analysis of Today's Headline

SWOT analysis, also known as situation analysis, is a scientific and comprehensive analysis of internal Strength, Weakness, external Opportunities and external Threats of research objects, to help enterprises improve the objectivity and accuracy of strategic decisions. Analyze the internal advantages and disadvantages as well as external opportunities and threats to find the subjective and objective factors that affect the development of the project. Based on SWOT analysis, we will give full play to the advantages of Today's Headline Education Entrepreneurship Project, constantly improve its disadvantages, seize opportunities, solve potential threats, and formulate accurate, scientific and comprehensive development strategies.

3.3.2 STP analysis of Today's Headline

STP theory is the market positioning theory. The market is composed of multi-level customers and consumer demands, and enterprises need to segment their products or services according to the differentiated needs of customers. After market segmentation, enterprises choose the most favorable market as the target market. In product marketing, the competitive position of the product in the target market is defined and the market positioning is carried out Under the guidance of STP model, Today's Headline Entrepreneurship Project segmented the market and determined the target market and market positioning according to the background and characteristics of the project, so as to help the project team develop efficient marketing strategies



CHAPTER 4 DATA ANALYSIS

4.1 On the basis of SWOT model -- market condition analysis of Toutiao educational entrepreneurship project

4.1.1 Internal Strength

Product advantages -- high flexibility, novel content Easy to learn education entrepreneurship project development of computer client and mobile phone APP mobile

At the end, it improves the flexibility of the online learning scene, and students can use the fragmented time for online learning. The Yi learning system has rich course resources, novel and diverse teaching contents and forms. Such as cartoon images of the ancient people to explain poetry, interesting foreign teachers in the actual situation of English teaching. Students can choose the teaching content that they are interested in and the teaching method that suits them, so as to improve their learning autonomy and reduce the imbalance of educational resources caused by regional differences. Students can interact with the teacher by sending barrage or thumb up to the teacher when they watch online live class. In the teacher's Q&A area, students can post questions to the teacher and solve them in time

Problems in class. In the teaching of foreign languages, we have a large number of high-quality foreign teachers, mature IELTS, TOEFL training system, small language teaching to meet the diverse needs, professional authority of interpretation, translation training, to help students form a language as soon as possible

Advantages, for the future study and work to lay a good foundation, improve competitiveness. In the subject of Chinese, I have the support of Chinese language and literature, Chinese international education and other majors. I have high humanistic quality and very rich knowledge of relevant disciplines. We will set up a membership

mechanism so that members can enjoy the disciplinary diagnosis reports and online courses provided by Toutiao platform at a more favorable price. At the same time to connect

Users who sign in and punch in on the platform for another week will be given small red envelopes to encourage them to keep using.

Service advantages -- service formulation and patient guidance

The academic diagnosis system establishes a database for each student, retains the learning traces of students, tracks the learning trajectories of students, creates student portraits, looks for the weak subjects of students, and pushes online tutoring content in line with the current learning level for students. The periodical learning analysis report function in the academic diagnosis system can be used to independently select the time range of the report analysis. Users can view the trend chart of grades of each subject and the statistical chart of high-frequency error knowledge points, and make scientific and efficient learning plans according to their own learning problems. The e-learning platform provides users with "communication circles", where users can join interest circles or create new topics for other users to share and communicate. Students and teachers can post for help and share experiences in the circle. Users can thumb up a post, comment on it or like it. Users are rewarded with a "value" based on the number of thumb ups, favorites, and comments a post has, and those who reach a certain "value" get an upgrade and a title

Cost advantage -- low price and high-cost performance

Compared with traditional education, online education course content is less expensive, and Reduces the student to sign up to attend cram school the tutoring fee, the transportation fee, for the ordinary home

4.1.2 Internal Weakness

Weakness of the team -- lack of qualifications and experience

The core members of the project team are all undergraduates with limited technical level in system platform development and lack of mature experience in product marketization. In the development process of the system platform needs the help and guidance of school teachers and social professionals. Value-added services of the system, such as exporting wrong questions, generating reports, recharging members and other profit-making methods and standards, need to wait for the test of the market. The original capital accumulation of the team is small, and the purchase and related costs of some patented technologies needed in the development process need financial support from investors.

Platform weakness -- low visibility and difficult supervision

First of all, the popularity of Yixue's academic diagnosis system is low when it enters the online education market. It requires huge investment of time and capital to reach users through marketing and promotion, and the marketing effect is difficult to estimate. Secondly, there is no supervision when users use the E-learning platform for online learning, and some users with little self-discipline are easily distracted by online entertainment. Compared with offline face-to-face class, online class has a slower feedback speed for students' questions. Offline class has a stronger learning atmosphere and students have a better experience.

4.1.3 External opportunities

Government policy support

Countries compete in talents, and talents compete in education. In October 2019, the country proposed to expand the supply of high-quality online education resources. We will encourage schools to step up research, development and sharing of online education resources, accelerate the integration of online and offline education, and expand the exposure of quality education resources. We will implement the "education resource sharing plan", build a batch of high-quality online courses, and cultivate high-quality online education resources.

The online education market is large

Differences in economic development and population density between different regions and cities have led to a serious imbalance in educational resources, but with the popularization of information technologies such as the Internet and artificial intelligence, the education market has accelerated its sinking. According to data from the National Bureau of Statistics, China's third - and fourth-tier urban and rural population accounts for more than 80% of the total population, which represents a huge sinking market. According to the iResearch report, from 2016 to 2019, the overall online rate of the education industry will increase by 5 percentage points to 13% ~ 15%, and the epidemic will catalyze the overall rate in 2020

The online conversion rate is 23% ~ 25%. The online education market will reach 257.3 billion yuan in 2020. China's domestic online education market is expected to exceed 540 billion yuan by 2022. The huge size of the market and the amazing growth rate highlight the unlimited opportunities in the online education market.

Change of educational concept

Education occupies an important place in the traditional concept of our country. According to the data, education and training ranked first in the list of spending money in 2020, accounting for 32.44%. Nowadays, the more educated post-80s and post-90s are beginning to become parents. Their concept of education is more open and advanced, and their recognition of online education has increased. With the progress of The Times, more and more students are actively pursuing higher quality and more innovative learning methods and learning resources, which has provided a broad market prospect for the development of online education.

The development of "mobile terminals"

With the development of mobile network, the carrier of online education has changed from bulky desktop computers to mobile phones and tablets, which are more convenient to carry, and the time and space restrictions of online education have been narrowing. National incomes are rising and mobile devices are becoming more common. In 2020, the number of mobile online education users reached 420 million, an increase of 226 million over the end of 2018. At the same time, Internet technology is developing, and 5G, artificial intelligence, big data, cloud computing and other technologies are maturing. 5G+ 4K provides high-definition video and ultra-fidelity classroom experience. Classroom incorporating AI technology enriches the interaction between teachers and students, and AI+ peripheral technology helps teachers comprehensively and accurately grasp the teaching situation

Conditions. Big data and cloud computing help online education achieve accurate teaching under the huge amount of data and complex individual differences.

4.1.4 External threat

Fierce competition

In recent years, the broad prospects of online education So that many Internet companies and educational institutions have invested in the construction of online education platforms, such as network broadcast

Continued maturity has opened new doors for online education. At present, there are more than 190,000 enterprises engaged in online education-related businesses in China, and 6,418 related enterprises have been registered and established since 2020. At present, there are more mature intelligent education platforms in the market, such as Wisdom Learning Network and Seven Days Network. The network collects 16, 000 school papers and a large number of large numbers

According to the question bank, users cover 31 provinces and cities, and the seven-day network provides teachers with the function of marking papers online. However, the Yixue platform does not have a large user base, and its functions are slightly immature and single compared with the Zhixue website. Offline education and tutoring has become more mature and more accepted by parents. Most students are used to face to face teaching by teachers, so they have a sense of belonging and ritual to the physical class. In offline teaching, teachers and students communicate through body movements and expressions, making the interaction more convenient and diversified. In an offline class, students interact and compete with each other, and build relationships and networks while increasing their learning motivation, which is not possible with online education.

Industry environment deterioration

With the white-hot development of the industry, the barriers to entry of the industry are generally reduced, and the competition for educational resources and user resources is becoming increasingly fierce. Excessive competition behavior is

worsening the competitive environment of online education. The quality and reputation of educational resources cannot be understood by students through practical information channels, and the problem of inconsistent publicity and service often occurs. This affects the corporate image of online education and makes it impossible to establish a trust relationship with students. At the same time, because the form of uploading and live broadcasting of online resources cannot guarantee the copyright and uniqueness of resources, different platforms, in order to compete, appear problems such as stealing high-quality videos and plagiarizing educational ideas, which further worsen the unstable environment of online education industry.

4.2 Based on the STP model -- Toutiao Educates the users of entrepreneurial projects positioning

4.2.1 Market Segmentation

According to the age segment of covered users, the online education market can be divided into early childhood education market, K12 education market, higher education market and vocational training market. In addition, there are language training and quality education training throughout the whole cycle of user growth. K12 education market can be mainly divided into Chinese, mathematics, English, physics, chemistry, biology, geography, history and political education markets according to the differences in disciplines.

4.2.2 Target market

Since 2016, the number of regular high school students has been growing, reaching 24 million by 2019, a huge market. Based on the background of Jinri Toutiao Education Entrepreneurship Project team, we choose to teach high school Chinese, English and

other languages.

The education market is the main target market. Toutiao's online education platform is mainly for high school students and in-service high schools.

The three types of users, teachers and high schools, provide services to help students sort out and train wrong questions, check the fluctuation of scores in various subjects, and explain and consolidate weak knowledge points. Help teachers to master their own class students' learning situation, to the students.

Targeted coaching. Help the school to make statistics on the overall learning situation of the students in each class and the average score in the exam. Through these indicators to the teacher's teaching evaluation, and constantly improve the teaching plan.

4.2.3 Market positioning

Toutiao platform adopts the online education mode that breaks the time and space limit, provides students with rich and novel online courses, and carries out multi-formalized interactive online education. Personalized and customized services are provided for each user, communication circles are provided for various user groups, and incentive mechanisms are used to encourage users to enjoy the platform services. At the same time, Chinese, English and other language education as the core competitiveness of the platform, through high-quality products, considerate service and low prices to attract customers to use and retain customers for a long time. Parents learn at ease. At the same time, a user feedback platform was established to find out the problems of Jinri Toutiao platform from the communication with users, timely understand the needs of users, and constantly improve and optimize the products.

CHAPTER 5 CONCLUSION AND RECOMMENDTION

5.1 Suggestions for solving potential risks of Today's headline

Give play to characteristics and open up the market

Based on the goal of Jinri Toutiao Education Project, it aims to build an online language and culture education platform with Chinese and English subject tutoring as the main platform, which gives full play to the subject characteristics and is different from the existing products in the market. Seize the opportunity in the sinking online education market, and open the market with favorable prices to attract more users. Conduct online promotion, such as advertising on Tencent QQ, WeChat, Weibo and other large social platforms, optimize product keywords in search engines, and improve the ranking of product content. Use word-of-mouth marketing to invite well-known learning bloggers and video anchors to try out and recommend the product, so as to expand the exposure rate of the product and enhance the popularity of the product.

5.2 Strictly select content to build brand

The tutoring content on the platform will be strictly screened for quality, and teachers will be certified to ensure that the source of the tutoring content is professional, reliable and transparent, so that students and parents can learn at ease. At the same time, a user feedback platform was established to find out the problems of Jinri Toutiao platform from the communication with users, timely understand the needs of users, and constantly improve and optimize the products.

5.3 School-enterprise cooperation and continuous innovation

With the help of national policies, the school serves as a platform to cooperate with Internet companies or educational technology enterprises. Increase project

research and development technology and capital investment, form a complete and mature online education platform operation mechanism, and improve the personnel management, organizational structure, business process and institutional norms of the Yilearning education project. Constantly update the market situation, make feedback and response to the changes in the industry, adjust the products and innovate the functions.

5.4 Conclusion

In this paper, based on the theory of enterprise development strategy, through the STP, SWOT method to today's headlines into online education in the field of external environment and internal resources ability system analysis, to the enterprise development strategy formulation selection, principle, implementation and security analysis, can be concluded that: from the perspective of the external environment of enterprise development, today's headlines into the opportunities and threats exist at the same time, in the field of online education and opportunity than a threat. In the current period, the online education industry has huge market potential, which includes: policy preference, for example, the state strongly supports vocational education and informatization, which is conducive to the rapid development of enterprises to a large extent; The economy is booming, with rising disposable income and more money being spent on education. The employment pressure is high, and students' expectations for after-class tutoring education continue to rise, and they are more willing to invest in education. The rapid development of Internet technology has made online education more diversified. From the perspective of industry competition environment, there is great pressure for the development of online education, such as fierce competition among industries, constant changes in national examination policies, the emergence of VR and other advanced technologies, and the entry of foreign training institutions. Through matrix analysis, The market foundation for Today's Headline to enter the online education field is relatively stable, which can avoid risks, and the opportunities it faces outweigh the threats.

By studying the tangible resources, intangible resources, organizational structure and financial situation of Today's Headline entry into the online education field, it can be seen that Today's Headline entry into the online education field has huge flow support, strict organizational structure and efficient post setting. Considering the external environment of the company and its own advantages and disadvantages, It is necessary for Today's Headline to strengthen the field of live broadcast when entering into the field of online education, so as to steadily combine online and offline, have the dare to innovate advanced technologies, vigorously develop relying on big data, strengthen the combination of learning and teaching, and better improve the learning effect and experience.

This paper points out the direction and lays the foundation for the future development of Yi Learning Project. In the face of many problems and difficulties in the complex market environment, the E-learning platform will give full play to its advantages and rise to the difficulties. In the Internet era with the continuous development of cloud computing and artificial intelligence, online education is the general trend. The structure of China's education industry is constantly upgraded, and the new mode of education OMO has become the mainstream. The E-learning education entrepreneurial team will keep up with the pace of The Times, constantly update products, and contribute to the development of China's education industry.

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