



**STUDY ON STRATEGIC MANAGEMENT OF SHORT VIDEO  
PLATFORMS-TAKING DOUYIN IN CHINA AS AN EXAMPLE**

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**Thematic Certificate**

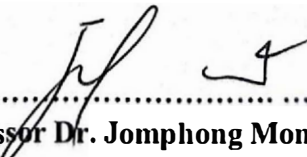
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement  
of International Master of Business Administration in International  
Business Management

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### ABSTRACT

In recent years, short video platforms in China industry have rapid development. The main objectives of this study were: 1) To explore the situation by using the SWOT analysis of the Douyin short video platform. 2) To provide suggestions on growth strategies for the Douyin short video platform based on strategies management theory.

This paper adopted the documentary research method, taking the Douyin short video platform in China as the research object, based on strategic management theory, using SWOT analysis to study the strategic management of Douyin short video platform. The findings of this paper: 1) Through the SWOT analysis of Douyin's short video platform, it was found that. Strengths are high-quality content ecology, industry leadership, high-quality user groups, and strong technical support. Weaknesses are homogenization of short video content, information cocoon, reduced user motivation to create, uneven regional distribution, and weak social function. Opportunities are the support of policies and laws, stable economic growth, the application of 5G technology, and good prospects for the development of short videos. Threats are fierce competition in the short video industry, higher content regulatory standards, and higher operating costs in the short term. 2) To provide suggestions on growth strategies for the Douyin short video platform: First, differentiated development strategy. Optimize the video review and recommendation mechanism, while empowering producers to enhance content quality and improve the status quo of serious homogenization of video content. Form a different content ecology from other short video platforms. Second, diversified development strategy. Enhance the functional value of the platform, strengthen the integration with multiple fields, expand the geographic market, expand the scale of users, and at the same time strengthen the social function to increase user stickiness. Third, cost-leading development strategy. Strengthen the real-name authentication mechanism to effectively avoid brand public relations, rights compensation, and other cost expenditures brought about by poor-quality video content.

**Keywords:** short video platform, development strategy, swot analysis

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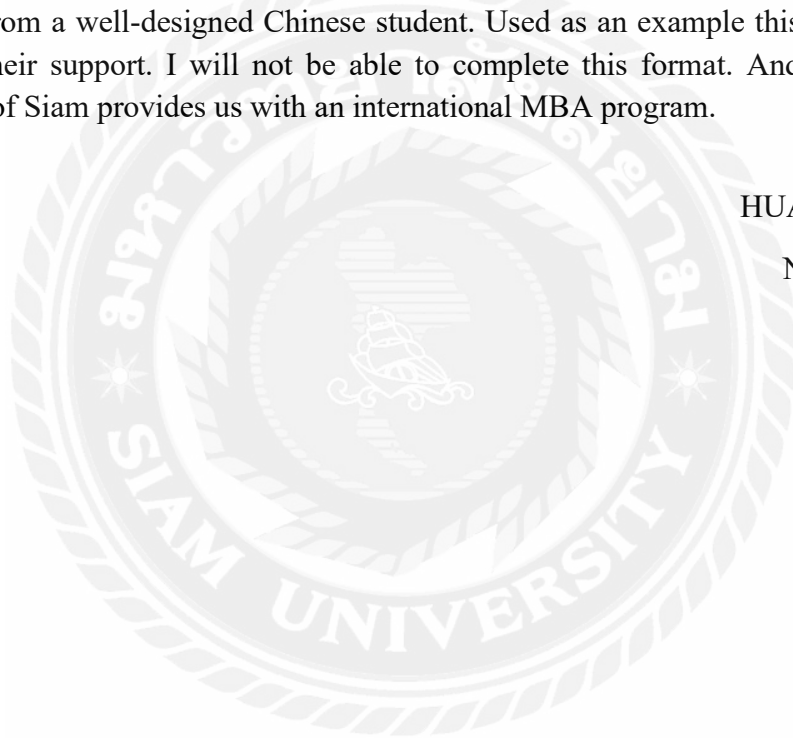
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HUANG YIWEI

Nov 25, 2023



## Declaration

*I, Huang Yiwei, hereby certify that the work embodied in this independent study entitled “Study on Strategic Management of Short Video Platforms-Taking Douyin in China as an Example” is the result of original research and has not been submitted for a higher degree to any other university or institution. ”*

.....HUANG YIWEI.....

(HUANG YIWEI)



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# Chapter 1 Introduction

## 1.1 Background of the study

According to the 52nd Statistical Report on the Development Status of the Internet in China released by the China Internet Network Information Center, the number of Internet users in China reached 1.079 billion, and the Internet penetration rate reached 76.4% as of June 2023. With the progress of "5G" technology, the number of Internet platforms has also begun to increase significantly, and the Internet industry has become a pillar industry of China's new economy. Furthermore, industrial Internet infrastructure continues to improve and has resulted in "5G+Industrial Internet" development and security system enhancement. In China, the industrial Internet network system and platform system are growing and completed (CNNIC,2023). The short video is a channel of Internet content dissemination, which is characterized by its short, fast information interaction mode and all-round, multi-level, and wide-area content creation concept. With the development of mobile Internet technology and the increasing popularity of smart mobile terminals, as well as relying on the network speed-up brought by "4G" technology and the support of high-quality capital, short video platforms have become a social position for people to obtain external information, create and display themselves (Jiang & Lei, 2020). However, with the commercialization of "5G" technology, the short video industry supported by "4G" technology is full of opportunities and challenges.

With the popularization of smartphones and the development of mobile Internet, users can watch and share short videos through smartphones anytime and anywhere. People are no longer limited to watching videos in front of the computer but can enjoy the entertainment enjoyment brought by watching short videos at any time in various scenarios such as subways and buses. Users' needs for information acquisition and entertainment have changed. While traditional long videos require a long viewing time, short videos are more compact and concise, which is more in line with the modern fast-paced lifestyle (Gao, 2020). Short videos are characterized by short time and fast pace, which can quickly attract users' attention. Due to the existence of time constraints, short video content is often more rich and diverse, the form of innovation, a variety of interesting, funny, or inspiring content endless. This form of content is more in line with the tastes of modern users, attracting a large number of viewers, and the advertising benefits brought by the traffic have led to more competition in the short video industry(Yan, 2021).

The research object of this paper is the Douyin short video platform, which is a centralized, highly popular, and highly trafficked music short video platform for young people. As the leader of China's short video platform, Douyin is the favorite short video platform of contemporary young people and the most visited short video platform in China, ranking first among short video platforms. Nowadays, the booming development of the short video industry

makes industrial competition inevitable. This paper focuses on how short video platforms can choose the right competitive strategy according to their situation, better utilize the existing resources to improve profitability, and maximize benefits by integrating channels, which can provide some valuable suggestions for short video platforms.

## **1.2 Problems of the study**

With the popularization of smartphones and the rapid development of network technology, the short video industry has rapidly emerged and ushered in an era of rapid development. The number of short video platforms is exploding, and they continue to attract more users and creators, not only to improve the quality of their video content but also to provide unique user experiences and features. As a result, the competition between platforms is becoming more and more intense(Hua,2021). How to attract traffic is the key to the development of short video platforms, and to stand out, every short video platform has to keep pushing new ideas to retain users and attract new ones, leading to more and more competitive pressure within the short video platform industry(Du,2014). Moreover, most of the short video platforms on the market at present have a serious problem of content homogenization, presenting a lack of intellectual property protection for original content, a lack of guidance for a positive social climate, excessive entertainment making the content vulgar, and innovativeness to be improved, (Xiong et al.,2021). Therefore, the development of short video platforms as well as market competition strategies need to be re-examined by the short video industry, and development strategies suitable for their advantages need to be explored.

However, the existing research literature on short video platforms is a single category, most of the economic perspective, short video content, short video platforms, and other industries integration of the application value as the starting point to study the economic value of short video, and the strategic management literature on the development strategy of short video platforms is relatively small. This paper studies the strategic planning of a short video platform with a development strategy as follows, hoping that this paper provides learning and reference for the short video platform industry.

The problem of study in this paper is as follows:

1. What is the current status of the Douyin short video platform based on SWOT analysis?
2. What growth strategy should the Douyin short video platform choose?

## **1.3 Objective of the study**

In recent years, China's short video platform industry has been developing rapidly, and the number of registered and active users of short video platforms is also growing at a high speed, and the rapid development has brought fierce competition in the industry at the same time. The choice of development

strategy for short video platforms is particularly important. Douyin is the leader of the short video platform industry, and it also needs to choose its development strategy carefully. This paper takes China's Douyin short video platform as the research object, and the purpose of the research is:

1. To explore the SWOT analysis of the Douyin short video platform.
2. To provide suggestions on growth strategies for the Douyin short video platform based on strategies management theory.

## **1.4 Scope of the study**

The research object of this paper is the Douyin short video platform in China. Adopted documentary research method, access 35 literature on short video platforms and strategic management, collected research materials related to the development of short video platforms, based on corporate strategic management theory, through SWOT analysis, the study analyzes the development status of Douyin short video platform and provides suggestions for the future development strategy of Douyin short video platform. At present, when searching for the keywords "short video platform" and "development strategy" in China Knowledge Network, there are only a few related documents. Most of the short-video-related literature studies the value brought by short-video in the direction of short-video content, distribution strategy, marketing strategy, and business model. Lack of exploration of development strategies for short video platforms. With the continuous development of network information technology, the short video industry has also been rapidly developing, the industry competition is becoming more and more intense, and the choice of appropriate development strategy is particularly important. The research results of this paper can provide a reference for the development of the short video industry.

## **1.5 Significant of the study**

### **1.5.1 Theoretical significance**

The topic of this paper is relatively novel, the short video platform studied is a new field in the study of the Internet economy, and there are relatively few studies on the development strategy of short video platforms, which is of some value to the theoretical construction of the field of development strategy of short video platforms. Douyin's short video platform can become one of the most popular platforms for short video users in the competitive short video market, which is inseparable from the successful development strategy. Research on the development strategy of Douyin, the use of relevant theoretical foundations of development strategy theory combined with practical application, to enrich the scientific connotation of development strategy.

### **1.5.2 Practical significance**

The development of China's short video platform industry is gradually maturing, and the number of registered users and average daily active users of short video platforms such as Douyin and Kuaishou continues to increase. This paper analyzes the short video platform of Douyin, identifies its advantages in the industry, and puts forward improvement suggestions for the development disadvantages, to provide some insights for the optimization of the development strategy of Douyin short video platform, and enhance the competitiveness of the industry.



## **Chapter 2 Literature Review**

### **2.1 Introduction**

In this paper, by studying the existing literature, Internet data, and other information, the document research method is used to construct the theoretical framework of SWOT analysis of Douyin short video platform based on the theory of strategic management of enterprises and carry out research on the development strategy of Douyin short video platform. It provides choices for the development strategy of the Douyin short video platform.

### **2.2 The concept of a short video platform**

The first short-form video platform to hit the market was in April 2011, when Viddy Software, Inc. was the first to design a short-form video platform. Two years later, Twitter, the largest social media company in the United States, also designed a short video platform(Wang,2020). Compared with the market-oriented time of foreign short videos, China's short video software products are relatively late in the market. However, the definition of a short video platform is still controversial among scholars and has not formed a unified concept. Some scholars summarize the short video as the video material recorded by social media users, through processing and then shared on social media, the length of the video within half a minute, while reflecting the characteristics of simplicity, the length of the video should be controlled within half a minute, and its video content has a novel creative and in line with the characteristics of the times (Zhang et al., 2022). It is also believed that short videos should reflect the characteristics of simplicity, the length of which should be limited to half a minute, and the content of the video should be novel and creative and reflect the characteristics of the current era (Li,2015). Data about the short video industry shows that short video is a new type of social means to record and create with mobile devices such as cell phones and spread on social media software through embellishment. There is no clear rule that short videos must be less than half a minute in length, and in reality, most short videos reproduced on social media are limited to 3 minutes. In support of the above view that the duration should not exceed 3 minutes, short videos are a new type of information communication that is easy to create with a certain degree of creativity, and the distribution of content is not limited by time and space (Zhang &Wang,2020). Liu and Wang (2021), on the other hand, define short videos as videos in which creators utilize their fragmented time to share videos that are limited in duration but easy to disseminate and have distinctive content.

Through combing through the literature, scholars generally believe that a short video is a video recorded with mobile communication devices and disseminated on social media, which contains certain characteristics of the times and innovation and is easy to share. In recent years, with the advantages of diversified content, convenient production, and rapid dissemination, the

market scale and user penetration rate of the short video industry have grown dramatically, leading to the new direction of social media, and gradually becoming a new position for enterprises to carry out marketing. Based on this, this paper will make the following definition of short video: short video is an innovative form of video, which is recorded on mobile devices by creators in seconds and then processed and uploaded to social platforms for other users to disseminate and watch.

## **2.3 Research related to short video platforms**

### **2.3.1 Short video platform development status**

Jiang and Lei (2020) analyze the economic benefits of short-form video for advertisers and conclude that short-form video will become the "new favorite" of advertisers in the future. Hua (2021) provides a specific analysis of the business development of short videos such as Meipai and Miaopai, suggesting that short videos should ensure the quality of the content as well as satisfy the browsing needs of the users in the process of development. Gao and Yang (2020) analyzed the videos with more than 2,000 retweets on "Miaopai" as a case study, and concluded that short videos focusing on life content will be an important trend in the future. Zhang (2019) conducted a study on the development of the short video "Weishi", analyzed in detail the various factors affecting the development of the short video, and concluded that one of the most important reasons why "Weishi" has not stood out in the current development of the short-term market is the lack of its characteristics. Zhang et al. (2014), after comparing the development path and scope of short videos at home and abroad, found that the in-depth combination of short videos and news media will become the main development direction of short videos.

### **2.3.2 Short Video Platform Applications**

As a new information transmission channel, short videos can be used not only by users for recreational activities but also for the dissemination of news and other information. The rich content and wide audience of short videos can also be used by enterprises for brand promotion and product introduction. Short video platform enterprises have also explored a variety of business models (Chen, 2020). In the research on short videos, Wang et al. (2020) take the short video platform of Racer as the research object, explore the business development characteristics of its enterprises, and put forward constructive suggestions to improve the functional attributes of the platform, strengthen the connection between the online cloud and the offline entities, and actively invite all parties to reside on the platform to jointly work on the improvement of the economic benefits in conjunction with the six dimensions affecting the value of the enterprise. The short video way to disseminate news and information compared to traditional paper media and television media communication is significant, because the short video content creators are not only professional

journalists, but also include a large number of social media users, for the social news around you can be the first time to share on the Internet, so the content of the news is more time-sensitive and rich. Short video companies can also improve their shortcomings by standardizing the quality of users and improving the management mechanism of the virtual network environment (Guo & Jia, 2022). With the acceleration of the Internet development process, people want to know news and information at any time and any place can realize more and more strong desire, and short video streamlined content sharing and efficient, fast, and convenient information transfer characteristics just to meet the needs of the people. The emergence of short videos has made the way people socialize on the Internet more diversified, and also provided opportunities for enterprises to carry out marketing work (Mo, 2022).

In the value chain of the short video industry, short video platforms serve as the core nodes connecting the resources of various parties. There are two types of content production: User Generated Content (UGC) production, which contributes to a wide range of sources, and Professional Generated Content (PGC), which improves the quality of the video and attracts head traffic; UGC can enhance user activity, play a role in entertainment and social communication, and better enrich the functions and forms of the platform. UGC can enhance user activity, serve as entertainment and socialization, better enrich the functions and forms of the platform, and precipitate users in both directions by attracting originators and viewers. However, there is a single content, a single theme for entertainment services, uneven quality, and large auditing strength, which is not suitable for wide dissemination. Therefore, the introduction of professional production content PGC, thanks to professional knowledge and qualification, PGC covers the vertical field of professional, traditional media staff, self-media team, and professional entertainment team, professionalism to enhance the quality of short videos, from the promotion aspect, more suitable for wide dissemination (Yi, 2019).

### **2.3.3 Marketing aspects of short video platforms**

Su (2014) argues that short videos are an important marketing tool to further deepen the customer experience through visual and auditory stimulation of the senses. At the same time, Zhu (2023) believes that short video producers choose suitable fields, establish accounts, and realize product promotion and marketing by producing videos of products in related fields. And short video with scene marketing can allow users to build a visualization of the consumption scene, and complete the transformation from users to consumers, to achieve traffic cash. Zhang (2017), through the questionnaire survey method, elaborated on the content and user positioning of Weishi in depth and proposed a marketing strategy on how to improve the quality of short videos, increase the number of users, and cultivate user loyalty and freshness. And Zhang (2016) studied the strategy of placing ads on short videos, and he believed that the video ads of short videos mainly target interested users, so it greatly enhances

the conversion rate of ads. Hua (2021) believes that the short video platform creates good opportunities for self-media advertising and provides good conditions for users' commercialization operations.

From the scholars' research on short videos, it is found that the emergence of short videos has enriched people's access to information, made up for the limitations of traditional media methods, and not only expanded the scope of information dissemination but also enhanced the richness of information. Short video platform enterprises are also constantly promoting the active participation of all parties in the creation of short videos, through the standardization of content and big data analysis to capture consumer preferences directed to push short video content to improve the efficiency of the platform marketing. Because of this, this paper shifts the focus to the development strategy of short video platforms to provide suggestions for the development of short video platforms.

### **2.3.4 Introduction to Douyin short video platform**

Douyin's short video platform in China, launched in September 2016 and developed by ByteDance Technology Co. Ltd, is a music and creativity-driven short video platform, mainly for young people and fashionable people, and is the favorite social entertainment for a new generation of teenagers. As a short video software, the interface design is simple and exquisite, and the function operation is simple and easy to understand. It is a content-based short video platform that can provide users with 15-second short-length video beautification and shooting, assisted by music carrying function to complete the creation of high-quality audio-visual effect content. Douyin short video platform has the product characteristics of all short video platforms, i.e., interactivity, immediacy, entertainment, grassroots, and low technical threshold. However, compared with other short video platforms, the biggest features of Douyin's short video platform are the youthfulness of users and the richness of video background music. In just a few years, Douyin has become one of the world's largest short video social platforms, with hundreds of millions of users watching and sharing short videos on the platform every day (Big, 2020). Therefore, this paper takes the Douyin short video platform as the research object, which is useful and guiding for the development of a short video platform.

## **2.4 Theory of Strategic Management of Enterprises**

### **2.4.1 Overview of strategic management theory**

It was Ansoff's Strategic Management, published in 1979, that marked the formation of the modern body of strategic management theory. The book presents a clear and systematic model of the eight elements of strategic management: external environment, strategic budget, strategic dynamics, managerial capabilities, rights, power structure, strategic leadership, and strategic behavior (Guo, 2020). Ansoff first



proposed the concept of strategic management, the systematic theory of strategic planning, the concept of corporate competitive advantage, and the theory of contingency change that links strategic management with chaotic environments and was honored as the "originator of strategic management" because of his pioneering and groundbreaking contributions to the development of strategic management theory (Zhang, 2013). Since the 1980s, the rapid development of the economy and the increasingly fierce competition in the market have shifted the focus of research on enterprise strategic management theory to enterprise competition, and three major schools of competitive strategy theory have been formed: the industry structure school, the core competence school, and the strategic resources school. By the 21st century, the theory of enterprise strategic management has become the core of management disciplines, and the business community has generally accepted the belief that strategy is supreme, and new research results continue to emerge. In practice, with the continuous progress of information technology, strategic management has shown the development trend of network-type and information-based management, and enterprises have paid more attention to surpassing the competition through innovation, creativity, and cooperation, which has also pushed the theoretical research to be further deepened (Zhao, 2023).

Enterprise strategic management is the overall planning for the long-term survival and continuous development of an enterprise in the face of a fiercely changing and challenging business environment. It is the centralized embodiment of enterprise strategic thinking and the scientific regulation of the business scope of the enterprise. More specifically, enterprise strategic management is to determine the relationship between the enterprise and the environment based on making full use of the various opportunities existing in the environment and creating new opportunities under the condition of guaranteeing the realization of the mission of the enterprise and stipulate the scope of the enterprise's business, the direction of its growth and the competitive countermeasures to reasonably adjust the structure of the enterprise and the distribution of all the enterprise's resources to enable the enterprise to gain a certain competitive advantage. The enterprise will obtain a certain competitive advantage (Ding, 2006).

#### **2.4.2 Basic Theory of Strategic Management**

1. Differentiated development strategies. Differentiation strategy, also known as the unique competitive strategy, the enterprise goal is to differentiate between competitors in the same industry, the products and services provided, so that the enterprise has no other characteristics or advantages of the qualities, to achieve the desired goal of consumers to buy its products, and to occupy a certain market share, to achieve the goal of maximizing the revenue in the same industry. The so-called differences in differentiation are product characteristics, non-substitutability product quality, functionality, marketing, and service. Differentiation is essentially a way of pursuing monopolistic elements. It can win customer loyalty and be in a better position than other competitors when faced with the threat of substitutes (Chen, 2019).

2. Diversification strategy. Diversification strategy belongs to one of the overall strategies of the enterprise, diversification strategy was first proposed by the famous management master Ansoff in the 1950's. From the perspective of operation, the diversification of the enterprise can be divided into product diversification, market diversification, investment in regional diversification, and capital diversification, and the diversification strategy is a broader concept, that refers to the diversified combination of the enterprise's operation from different perspectives. Since the birth of diversification strategy, it has been repeatedly studied by theoretical circles and enterprise circles together with specialized management, and in recent years, with the development of the theory of enterprise core competence, diversification strategy has shown a tendency to return to specialized management (Du,2014).

3. Cost leadership development strategy. It can also be commonly called a low-cost strategy. It refers to the enterprise through the adoption of various ways and measures to effectively reduce production costs, so that the cost of enterprise operation is far lower than the operating costs of competitors, or even the lowest operating costs in the same industry, to obtain a competitive advantage in the competition in the industry a strategy. Therefore, enterprises need to strengthen the internal control of costs, the establishment of efficient working mode, thereby reducing the cost of research and development, production, sales, after-sales service and publicity, and other aspects of the cost, once the enterprise reduces their costs to the main competitors under the cost of the market can be fierce in the market to win higher profits or a larger share of the market. It can be seen that becoming a cost leader in the industry is of great strategic value. The costs studied in this paper are broadly defined, i.e., they include both the costs of production and the expenses associated with them (Li,2017).

## **2.5 SWOT Analysis Overview**

### **2.5.1 SWOT Analysis Concept**

SWOT analysis summarizes the internal and external environment, resources, and strategic capabilities of the enterprise, identifies the key factors, systematically identifies the internal strengths (S), weaknesses (W), and opportunities (O), and threats (T) faced by the enterprise, and then matches them with each other according to the form of a matrix, and then develops a corresponding strategy through further analysis and research. (Ding,2006). The details are as follows:

1.Strengths(S). When a company is prominent in a certain area and is good at utilizing this advantage, then this advantage is a strength. At the same time, companies can increase their competitiveness in the economic environment by analyzing the success of their competitiveness or by developing key factors.

2. Weaknesses (W). Disadvantages often arise because a firm is not good at capitalizing on its existing strengths, or because it is not good at operating in an important area. Disadvantages of a business may include a limited product range, failed investment projects in technology, excessive employee turnover, and so on.

3. Opportunities (O). Opportunities can have a positive effect on an organization's performance and increase its competitive advantage, and they often exist in the external environment. Valuable opportunities can be derived from such things as changes in national policies that are relevant to the business of the enterprise, changes in technology and market structures, and so on.

4. Threats (T). Threats can negatively affect important business performance and weaken the competitiveness of a business if it does not take timely and positive action. Examples related to threats are the Great Depression, changes in customer income and preferences, new products developed by competitors, new taxes, and new technologies used by competitors.

### **2.5.2 The use of SWOT analysis**

By applying the comprehensive analysis method of system analysis, the internal advantages and disadvantages of the enterprise and external opportunities and threats are considered comprehensively, and at the same time, various environmental factors are matched with each other to be combined, and the four strategic choices corresponding to different combinations can be derived (Zhang,2008):

1. SO development strategy. This strategy is an ideal strategic model, which means that while the short video platform has a competitive advantage, the external environment of the enterprise also has certain development opportunities, which can perfectly combine the internal advantages and external opportunities to play the optimal effect.

2. WO development strategy. This strategy refers to the short video platform's internal existence of certain disadvantages, but the external environment has opportunities, and at this time need to find ways to promote the internal will be turned into advantages, seize the external environment to improve the opportunity to win the development.

3. ST development strategy. This strategy means that the short video platform itself is advantageous, but the external environment is threatening, which will cause some impact. The strategy adopted is to utilize its advantages, for the threat of the external environment should be avoided as much as possible, as far as possible to play the advantages and avoid the threat.

4. WT development strategy. This strategy is a strategic model that short video platforms do not want to see, in the specific case that their disadvantages are quite obvious when facing severe threats from the external environment. The interaction between internal disadvantages and threats from the external environment may play a serious role in hindering development. If not handled properly, it may lead to an existential crisis.

## Chapter 3 Research Methodology

This paper adopted the documentary research method, through China National Knowledge Internet, Wanfang, and other authoritative literature websites, to collect domestic and international research literature, journals, books, and practice reports related to short video platforms and strategic management, and to organize or re-categorize the collected literature, to analyze, organize and summarize. Fully understand the current state of research and studies related to short video platforms and business development and management strategies. Chapter 2 literature review, mainly starts with the concept of a short video platform and describes the current development status and research of a short video platform, including the development status of a short video platform, application research, marketing mode, and current problems. Scholars have put forward different views on the development of short video platforms from different perspectives and made suggestions for follow-up research on the sustainable development of short video platforms. This paper will conduct further research on this basis.

This paper chooses the Douyin short video platform as the research object, as the hottest short video platform at present, the development of the Douyin short video platform represents the development status of the whole short video industry to a certain extent. At the same time, the enterprise strategic management theory is used as the theoretical basis, and SWOT analysis is used to analyze the current status of the macro-environment of the development of the short video platform from the policy and legal environment, the economic environment, the social environment, the technological environment, and the industry environment, and to combine with the internal environment of Douyin short video platform, to carry out an in-depth study of the strategic management of Douyin short video platform. This study can not only help Douyin's short video platform to enhance its strategic management ability and improve its development but also provide some experience for other short video platforms to formulate development strategies.

Through the SWOT analysis of the Douyin short video platform, the development status of the Douyin short video platform, the characteristics of user groups, internal advantages and disadvantages, and external opportunities and challenges are derived. In the current industry development prospects are good, but the industry is under the pressure of fierce competition, Douyin short video platform should choose SO and WO development strategy, from the differentiation of the development strategy, diversification of the development strategy, the cost of leading the development strategy of three aspects of the formulation of long-term development strategy, to maintain their advantages, at the same time, efforts to convert disadvantages into advantages, to seize the current development opportunities, to maintain a leading position in the short video industry.

## **Chapter 4 Finding and Conclusion**

### **4.1 Finding**

#### **4.1.1 SWOT analysis of the Douyin short video platform**

SWOT analysis is used to combine the analysis of the external environment, industry environment, and internal environment of the Douyin video platform with the development strategy of the enterprise, and the strengths, weaknesses, opportunities, and threats of the enterprise are ranked by SWOT matrix, and the development strategy of Douyin video platform is formulated by comprehensive analysis of the matching results.

##### **1. Strengths**

(1) Immersive experience of a premium content ecosystem. The slogan of the Douyin video platform is "Record a better life", and it is easy to see from the content ecology of the video that the Douyin video platform pays more attention to the content of short videos of a better life. At the same time, the Douyin short video platform pays great attention to originality, and the technical support of various video shooting aids and content auditing can ensure that its video originality rate is the highest. Users are often more interested in innovative, unique, and interesting content, and are more willing to disseminate original videos, which can increase the number of fans and playback volume on the Douyin short video platform. Compared with other short video platforms, a relatively mature content ecosystem is formed from video production to distribution to management. In addition, the powerful recommendation technology is the guarantee of the Douyin video platform to increase the user's immersive experience. Douyin Voice short video platform will use "big data" to collect and analyze the type of video users watch, the length of time, and the data of the likes and comments, to find out what type of video content users prefer, and then push the video related to the type, so that the user watching the video has an immersive experience, and then formed the habit of watching videos for a long time.

(2) High-quality users. Contemporary young people have been most deeply influenced by the Internet, and it can be said that the Internet has accompanied them throughout their growth, and their acceptance and ability to utilize short videos are relatively strong. This part of the user's age is concentrated in the 18 to 35 years old (Douyin,2023). Generally have their formal work, have a certain economic savings, the concept of thought is more, willing to accept new things, in the process of social development are in the process of leading the trend of the important position, and have a certain consumption ability and desire to consume, is the Douyin short video platform is an important guarantee for the commercialization of the operation of the platform.

(3) Industry leading position. As of January 2023, the number of users on the Douyin short video platform was 809 million, with monthly active users exceeding 300 million and daily active users exceeding 200 million

(Douyin,2023). With the largest number of registered and active users and industry influence, the Douyin short video platform maintains its leading position and is the short video platform that major brands and media organizations pay attention to. The commercialization mechanism has been gradually improved, providing a variety of ways for video artists and brands to cash in and attract more investment.

(4) Strong technical support. Thanks to the deep technical accumulation of parent company ByteDance, it provides users with rich shooting functions through face recognition, limb recognition, image recognition, and so on. Strong technical support is conducive to the Douyin video platform to seize the market. Relying on a large technology development team, the original functions can be upgraded according to the needs of future development, and new functions can also be independently developed. The products based on it are constantly innovated to better meet the user experience.

## 2. Weaknesses

(1) Video content requirements have increased and users are less motivated to create. The product positioning of the Douyin short video platform is a centered, high-heat, and high-traffic short music video platform for young people. It is increasingly difficult for video creators to obtain high traffic, and the development of this will lead to a serious problem of imbalance between the supply and demand of video content, which will result in fewer and fewer high-quality short videos, which will make it difficult to maintain and attract more users. At present, the Douyin short video platform is also able to utilize excellent algorithmic technology to screen out outstanding video creators to balance the supply and demand of short video content and release the remaining content resources. Thus achieving the goal of decentralization, but this is not a long-term plan.

(2) Asymmetric regional distribution of users. China's short video platforms all began to support the power of economic development of first and second-tier central cities, so from the regional distribution of user acquisition, the distribution of users presents the phenomenon of aggregated asymmetric distribution marked by the degree of economic development. The user area of the Douyin short video platform is mainly concentrated in first- and second-tier cities and the current penetration rate of users is close to saturation, and when there are fewer and fewer high-quality short videos on the platform, it will be difficult to maintain and attract more users. For users in remote areas and economically backward areas have not yet been deeply tapped. This is also related to the network base station and equipment popularization in remote areas.

(3) Weak social features and low user stickiness. Douyin's short video platform has developed rapidly in the early stage through huge advertising and promotion, large subsidies to attract the release of short video content, and the use of algorithms to push the videos of interest to users. To maintain user stickiness, the Douyin video platform needs to constantly innovate video

content to maintain the attraction of users, and if the innovation ability is insufficient or more creative forms of video content appear, users will migrate out of the situation. In addition, the social positioning of the Douyin short video platform has not achieved the desired effect, and the social function is weak compared with social software such as WeChat and Weibo. At present, users cannot directly share short videos from Douyin to WeChat and Weibo, but can only download the short videos locally, and then upload the short videos to WeChat from the local area. This way of sharing has weakened the social sharing of Douyin users to a certain extent. At present, the most important ways of interaction on the Douyin short video platform are liking, commenting, and sharing, and the interaction between ordinary users and short video producers is too single.

(4) Content recommendation mechanisms lead to "information cocooning". Information cocoon refers to the phenomenon that the information field people pay attention to will be habitually guided by their interests, thus shackling their lives in a cocoon like a silk cocoon. The content recommendation mechanism of the Douyin short video platform is to push relevant video content according to the user's interests. The advantage of this mechanism is that it can give users an immersive experience, but the disadvantages are also very obvious, easy to lead to users in the absence of any anti-addiction awareness of over-reliance on short videos for the pleasure of information acquisition, which in the long run will lead to an imbalance in the user's information mastery, living in the media-constructed mimicry environment, and lose the correct judgment of the surrounding things.

(5) Serious homogenization of short video content. A prominent problem with the Douyin short video platform is the serious homogenization of video content. This is mainly manifested in the emergence of a fire video followed by random videos using the same music, the same camera angle, and the same filmed content. These videos are generally consistent in what they express and are less likely to innovate based on the original video. But because the video itself does have certain explosive points, such as music support, content has a deep meaning, so some homogenized video content will also trigger a lot of likes and retweets, and even remakes are more popular than the original situation. However, in the case of the Douyin short video platform, the phenomenon of serious homogenization affects the audience's sense of freshness, takes up more time to watch non-fresh videos, reduces the audience's viewing pleasure, and at the same time reduces the audience's experience of using the platform. At the same time, such a default homogenization of video, but also to combat the enthusiasm of the original creators, cannot motivate users to create more and more high-quality content.

### 3. Opportunities

(1) Sound policy and legal environment. Policies have a significant impact on the direction of the industry, and the current policy and legal environment of the industry are analyzed by compiling the key elements of policies on the

short video platform industry in recent years. On October 8, 2021, the State Administration of Radio and Television issued the "14th Five-Year Plan for the Development of Radio, Television and Audiovisual Networks", which pointed out that it is necessary to make use of the Internet, mobile Internet and other emerging media and communication methods, to develop new service modes, such as short videos and live broadcasting, to broaden the channels and ways of going out, and to promote the multi-element dissemination and social and cultural operation of program content across terminals and channels overseas. and cross-channel overseas multi-element dissemination and social and cultural operation. And strengthen the management of network variety shows, webcasting, short videos, and other emerging industries. On December 12, 2021, the State Council issued the "14th Five-Year Plan for the Development of the Digital Economy", pointing out that it will accelerate the cultivation of new business models, improve the system of diversified value transfer and contribution distribution, and orderly guide the development of diversified social, short-video, knowledge sharing and other new employment and entrepreneurship platforms. The policy and legal environment of the short video industry regulatory system has been gradually improved, and while strongly supporting the development of the short video industry, increasing the regulation of short video content is also for the sustainable development of the short video industry. Although the current regulatory measures have put forward higher requirements for the operation and management of short video platforms, they are mainly used to eliminate short videos that are not conducive to the requirements of social development or to regulate the content of short videos to meet the development needs of society. In other words, the relevant national regulatory measures are consistent with the development requirements of short video platforms themselves.

(2) Economic environment for stable growth. After preliminary accounting, China's annual gross domestic product (GDP) was RMB 121 trillion yuan, an increase of 3.0% over the previous year, of which the added value of the tertiary industry, in which the short-form video platform is located, was RMB 64 trillion yuan, an increase of 2.3%. The added value of the tertiary industry accounted for 52.8% of GDP (National Bureau of Statistics of China,2023). Short video advertising and marketing is the business engine of the rise of short video, from 2019 to 2022, along with the growth of user scale and stickiness, the short video advertising market size grew from 49.75 billion to 116.215 billion yuan, an increase of 1.3 times in 4 years, but compared to the previous high growth, 2021 short video advertising growth rate began to slow down, and the growth rate in 2022 fell to single digits, from 31.5% to 6.9%. However, compared to other ad types on the mobile Internet, short video ads continue to maintain a rising share of the broader market, accounting for 17.1% of the broader market in 2022. Stabilizing in second place, short video ads are closely second to e-commerce ads, maintaining a 3% increase in the face of negative growth in the share of all types of ads, such as pan-info ads, social ads,



and online video ads, which are all decreasing in share (Yu, 2023). With the supply-side structural reform being pushed forward, the reform and opening up has been increasing, and the people's living standards have continued to improve, maintaining economic development and social stability. With the macroeconomic environment growing steadily, the earnings of short video platforms can also maintain growth.

(3) Good social environment. The rapid development of information technology and the popularization and application of the Internet, the emergence of smartphone machine terminal equipment, as well as the upgrading and transformation of mobile Internet technology, and the development of new functions have created a good social environment for the development of short video platforms, and can also bring a better user experience. As of June 2023, 99.8% of China's Internet users used cell phones to access the Internet; the proportion of those who used desktop computers, laptops, TVs, and tablets to access the Internet was 34.4%, 32.4%, 26.8%, and 28.6%, respectively (CNNIC, 2023). It can be seen that nowadays, the pace of life is fast, people are using fragmented time to receive information through cell phones, and they are used to using short videos which are more efficient in communication and more direct in conveying information. Together with the fact that most of the users of short video platforms are using cell phones to watch, this creates the development of short video platforms with a wide user base. Users have developed a good habit of watching videos, and more and more users are attracted to this form of information dissemination. The content of short videos will be richer than text or pictures, which can satisfy the user's needs in many aspects. This brings favorable conditions for the development of Shake Shack's short video platform, and with users still maintaining a certain growth rate, more potential users are likely to join.

(4) 5G advances multidisciplinary convergence. As of June 2023, China has built and opened a total of 2.937 million 5G base stations and 676 million 5G cell phone users. (CNNIC, 2023) 5G is the high point of the next round of technological revolution, the video transmission speed is dramatically increased, uploading and downloading in an instant, which will bring about a change in the traditional viewing model. It means that the previous content ecology and product form will be reshaped. E-commerce, government services, telecommuting, online education, online entertainment, live streaming of events, virtual consumption, and other multi-disciplinary industry scenarios will be richer. In addition, the landing and advancement of artificial intelligence technology will not only bring about a significant increase in the efficiency of the audit but also give the platform more ways to play. The arrival of the 5G era and the maturity of artificial intelligence technology will give rise to the emergence of a new mode of life, and the development of new technologies will give the Douyin short video platform a new power.

(5) The short video industry is getting bigger. From the analysis of the economic environment and the results of the growth of the short video industry,

the short video industry as a whole maintains a good development trend, and in the coming period, the short video industry has to develop a large number of commercialization opportunities, and the scale will be increasingly large, and the scale of the expansion of the development of the short video industry driven by the development of the short video industry is becoming more and more mature. On the one hand, it is due to the support of capital for the short video content ecology, driving the industry to more high-quality short video content. On the other hand, the short video industry has a large commercial value, attracting platforms to keep emerging and stimulating the expansion and development of the industry chain. In addition, on December 12, 2021, the State Council issued the "14th Five-Year Plan for the Development of the Digital Economy", pointing out that it would accelerate the cultivation of new business forms and new modes, improve the system of diversified value transfer and contribution distribution, and guide the development of diversified social networking, short-video, knowledge-sharing, and other new employment and entrepreneurship platforms in an orderly manner. Regulation standardizes the industry ecology and promotes benign development. It creates better conditions and opportunities for the development of the Douyin short video platform.

#### 4. Threats

(1) The short video industry is highly competitive. By the end of 2021, the cumulative number of enterprises within China's short video industry was around 7,600. In terms of specific registration years, 2020 and 2021 were the two years with the highest number of short video enterprise registrations, with the number of new enterprise registrations being 1,945 and 1,095, respectively, and the number of new enterprise registrations was substantially reduced to around 306 in the first half of 2022. (XYZResearch.2022) Numerous short video platforms have come together to challenge the leading position of the Douyin short video platform. At present, the biggest competitor of the Douyin short video platform is still the Kuaishou short video platform. Founded in 2011, Kuaishou's development strategy is to meet the needs of individual users. Some short video users have long been accustomed to using the Kuaishou short video platform, and its user stickiness is stronger. In addition to Weishi, the Meipai, and other short video platforms are also gradually forcing, in the market competition has consciously increased the strength of product promotion, the number of users has also shown a rapid growth trend, and many competitors have already formed a challenge to the status of the Douyin video short video platform.

(2) Higher standards of content regulation. On January 9, 2019, the China Network Audiovisual Program Service Association further standardized the order of short video dissemination and released the Management Norms for Network Short Video Platforms and the Standard Rules for Reviewing Network Short Video Content on its official website. Important instructions were made to improve the quality of short video content, curb the spread of harmful

content, and create a civilized cyberspace. In addition, it is stipulated that network short videos carrying out short video services should hold relevant qualifications stipulated in laws and regulations, such as the License for Dissemination of Audiovisual Programs on Information Networks, and should carry out their business strictly within the business scope stipulated in the license. The government has consciously strengthened the regulation of the operation of short video platforms. Analyzing the policy and legal environment, the government regulation is mainly to promote the healthy development of the short video industry, but the regulation itself is a double-edged sword, which may inhibit the development of the short video industry. Under the continuous strengthening of the regulation of the operation of the short video industry, the operation and management of the short video platform must also be further strengthened, which has a certain impact on the short video platform's regulatory mechanism and review mechanism, and also puts forward higher requirements for the quality of the operation and management level of the short video platform. The regulatory and operational costs of the Douyin short video platform itself have also increased, and its development may be limited to a certain extent.

(3) Higher operating costs. In response to some account authentication distortion, some user content creation is not standardized, some self-media excessive commercial operation, and other issues within the platform of Douyin itself, the short-term platform order maintenance pressure shows a rising trend, followed by the amount of content creation may be in the official internal user support program and external 5G video industry reshaping the dual role of a substantial increase in the workload of the content audit and then The workload for content auditing will increase. During the period of the adverse social impact of the content of public relations, the rights, and interests of specific parties to compensation, the expansion of the team within the audit team will lead to the platform's operating costs increasing, forming a certain financial pressure.

Based on the above analysis of the strengths, weaknesses, opportunities, and threats of the Douyin short video platform, it has been ranked using the SWOT matrix (as shown in Figure 4-1). Combined with the analysis of the strategic environment of Douyin's short video platform, the proactive SO development strategy or WO development strategy should be chosen.

Internal Factor	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>1. Immersive experience of a premium content ecosystem</li> <li>2. High quality users</li> <li>3. Industry leading position</li> <li>4. Strong technical support</li> </ul>	<ul style="list-style-type: none"> <li>1. Higher video content requirements and less incentive for user creation</li> <li>2. Asymmetrical regional distribution of users</li> <li>3. Weak social function, low user stickiness</li> <li>4. Content recommendation mechanisms lead to an "Information Cocoon"</li> <li>5. Serious homogenization of short video content.</li> </ul>
External factors		
Opportunities	SO	WO
<ul style="list-style-type: none"> <li>1. Sound policy and legal environment.</li> <li>2. Economic environment for stable growth</li> <li>3. Good social environment</li> <li>4.5G advances multidisciplinary convergence.</li> <li>5. The short video industry is getting bigger</li> </ul>	<ul style="list-style-type: none"> <li>1. Promote the integration of short video content with multiple domains</li> <li>2. Carrying out 5G business layout</li> <li>3. Increased investment in scientific research</li> <li>4. Improving the business ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>1. Increased support for user content production</li> <li>2. Developing markets in tier 3 and 4 cities</li> <li>3. Enhanced Social Functions</li> <li>4. Optimize the mechanism of recommended videos</li> </ul>
Threats	ST	WT
<ul style="list-style-type: none"> <li>1. Competition in the short video industry is fierce</li> <li>2. Higher standards of content regulation</li> <li>3. Higher operating costs</li> </ul>	<ul style="list-style-type: none"> <li>1. Cautious expansion</li> <li>2. Strengthening the platform's regulatory mechanism</li> <li>3. Enhancing audit capabilities</li> </ul>	<ul style="list-style-type: none"> <li>1. Conservative development</li> <li>2. Maintaining the existing user base</li> </ul>

Figure 4.1 SWOT matrix of Douyin short video platform

In light of the above analysis, the advantages of the Douyin short-video platform can be amplified under the guidance of technical support and systems, and the shortcomings highlighted during the development process can be

overcome through technological transformation and cost investment. When comparing the opportunities in the internal and external environments with the costs of increased investment, the long-term benefits of the opportunities will far outweigh the challenges of solving the current problems. This paper argues that under the current intense competitive pressure in the industry, the Douyin short video platform should choose a differentiated development strategy, diversified development strategy, and cost-leading development strategy.

#### **4.1.2 Suggestions for the development strategy of the Douyin short video platform**

##### **1. Differentiated development strategies**

The advantage of the Douyin short video platform is the high-quality short video content ecology, and in the competition with many short video platforms, If you want to develop for a long time, you should do a good job of innovation and quality improvement of short video content, and form a different content ecology from other short video platforms.

(1) Empower producers to improve the quality of their content. Due to the increase in the content of short video platforms and the improvement of users' aesthetic level, the threshold for video producers to stand out has become higher and higher. To improve the enthusiasm of users to participate in the creation of short videos, the Douyin short video platform needs to increase investment in content production, open the door to the flow of short videos from a technical point of view, and endeavor to reduce the threshold of producing high-quality videos by empowering producers and improve the quality of short video content on the entire platform.

(2) Optimize the recommended video mechanism. At present, the video recommendation of the Douyin short video platform is characterized by customer interest guidance, in simple terms, according to the customer's browsing content data, the use of big data management to mine the user's habits, and then recommend videos to them, although this video recommendation is in line with the user's browsing habits, and can also bring users an immersive experience, it is easy to cause homogenization of the video content, which can also cause the phenomenon of "information cocoon". " information cocoon" phenomenon. The algorithm should be adjusted appropriately, when users continue to browse the same type of video, in the recommendation of relatively new content can be recommended to avoid browsing fatigue, and then according to the user's response decide whether to promote the new type of other videos, with interest algorithms and testing algorithms accurately pushed to the different age groups of users of different types of video.

(3) Optimize the video review mechanism. In the era of everyone being a self-media, the popularization of the Internet makes some vulgar, horror, and violent information content also have a lot of audience. Although the Douyin short video platform has introduced a mechanism for efficient recommendation of high-quality content and established a content review mechanism. However,

video audits remain problematic in the current policy and legal environment of increased regulation. Douyin short video platform should further optimize the audit mechanism, under the premise of ensuring that the content of short videos is positive and upward, and increase the protection of originality to avoid the problem of serious homogenization of short video content. At the same time, shortens the audit process, improves the audit efficiency, and drives the enthusiasm of users to produce short videos.

## 2. Diversification strategy

(1) Enhance the functional value of the platform and integrate it with multiple domains. The current value of the Douyin short video platform is mainly reflected in the product to meet the requirements of users' fragmented browsing habits, providing users with a platform for entertainment, social interaction, and expression of desires, taking users' needs as the carrier of the product value, and continuously optimizing and upgrading the product itself to enhance the functional value of the platform and to adapt to the needs of the short video market. The value of the Douyin short video platform is reflected in the rich and popular short video cash methods, including advertising, e-commerce diversion traffic payment, etc. With the diversified integration of content classification and vertical segmentation of content, the cash channels of short videos will be more abundantly expanded, such as paid online education, individual entrepreneurship cooperation, enterprise stationing, etc. Therefore, Douyin should actively play the role of its backing. Therefore, Douyin should actively utilize the technical and financial support provided by its parent company, and clearly define the value positioning of Douyin's products. Actively expand partnerships, constantly innovate the way of commercial cash, and refine the revenue elements, so that the Douyin short video business model from the value proposition to the value of the further creation of the content, through the user demand for value transfer, guides the user to the platform of consumption, and ultimately realize the diversified value of the platform revenue. In summary, Douyin's short video platform should adopt a diversified and proactive value creation development strategy, constantly giving new value connotations to Douyin's short video platform and forming a value competitive advantage.

(2) Expand geographic markets and scale up users. The current users of the Douyin short video platform are mainly concentrated in first and second-tier cities, and with the improvement of national infrastructure, the current scale of Internet users in third and fourth-tier cities is very large. For Douyin's short video platform, it is extremely important to expand the geographical market, especially the third and fourth-tier cities. Therefore, in the long-term planning for the future, we will focus on the third- and fourth-tier cities to continuously expand the scale of users. Unlike big cities, the pace of work and life in third and fourth-tier cities and townships is slower, without the fast pace of big cities. Therefore, in terms of the content of their products, they can cultivate or invite ordinary people to shoot some short

videos with a strong sense of life and dig out the emotions and stories behind the video content, to attract users and expand the scale of users.

(3) Improve the social image of the brand. As a short video platform for information dissemination, it should actively fulfill its social responsibility and spread positive energy content. The jittery short video platform can cooperate with relevant government departments to place public service advertisements on the short video platform and actively participate in social welfare undertakings. The short video platform appropriately supports the flow of knowledge dissemination, traditional culture dissemination, and other aspects of content, introduces a mechanism for efficient recommendation of high-quality content, and produces and conveys positive and healthy information content for users. In the name of the Douyin short video platform to subsidize poor students, difficult families, and so on, these are the embodiment of the fulfillment of social obligations, to improve the social image of the Douyin short video platform, improve the value of the brand to play a good role in promoting.

(4) Strengthen the social function to increase user stickiness. In the fast-developing Internet era, short video socialization will be an important trend. From the perspective of user stickiness, socialization is the most fundamental method and way to improve user stickiness. The initial product positioning of the Douyin short video platform realizes short video socialization by creating a community for young people to interact and discuss frequently through music short video sharing. However, the social positioning of the Douyin short video platform has not met expectations. From the current point of view, only WeChat's Weishi short video platform has achieved short video socialization. Douyin's short video platform is a kind of weak social platform extended by the performance of short video tools, and its social function is far from adequate compared with strong social software such as Tencent WeChat, and Sina Weibo. It is obvious from the unbreakable market position of WeChat and QQ that user stickiness based on social relationships is significantly stronger. This social relationship will not be affected by a single user's behavioral changes, once formed, it is difficult to be broken by other social software. Because in this kind of social relationship, users give up the use of the that means to give up the original social network, so even if not all users like to use the software, based on the social network that has been formed, they are unlikely to leave the software. Therefore, from the point of view of long-term business development, to truly embark on the road of sustainable development, the strengthening of social attributes is unavoidable. The social attribute here is based on the video relationship network and the formation of a social network, Douyin voice short video platform should be in the future development to fully think about how to strengthen the social function of its short video, how to encourage short video producers and users, as well as social interaction between users, to strengthen the relationship between users continue to deepen precipitation. It is possible to open the function of

multi-person video, the function of the list of users, and the way of information aggregation to strengthen the interaction with loved ones, etc. These are the deficiencies of the current social function of "Shake Voice". These are the deficiencies in the current social function of "Douyin", which should be the main direction for the improvement of social function in the future.

### 3. Cost leadership development strategy

Insist on upfront investment in technology research and development costs, rely on leading technology achievements to form technical barriers to short video features, play the corporate advantage of artificial intelligence algorithms, enhance the comprehensive ability of technical audit, and maximize the mitigation of financial pressure on the cost of the human audit team. Strengthen the real-name authentication mechanism, conclude with the users the Douyin community self-discipline convention, adhere to and promote correct values, enhance the quality of content sharing, and purify the platform content ecosystem using real-name accountability and user self-discipline. Effectively avoid the brand public relations, rights compensation, and other costs associated with poor-quality video content, and reduce operating costs. Adopting the brand attitude of positively assuming social responsibility and the brand stance of promoting Chinese culture, through the output of national professional content and the creation of local cultural content from the perspective of the common people, the Joyo platform has become a window for our country to realize the pre-eminence of China's viewpoints in the field of international public opinion, binding the internationalization process of the products with the national sentiments and the emotions of the users, eliminating the barriers to the internationalization promotion of the cultural market, reducing the difficulty of the internationalization promotion through the use of cultural exchanges as the channel of the product output, and reducing the cost of promotion through the use of the sense of cultural identity for obtaining the choices of the users.

## 4.2 Conclusion

Based on the theory of enterprise strategic management, this paper uses SWOT analysis to analyze the strengths, weaknesses, opportunities, and threats of Douyin's short video platform in terms of both the external and internal environments. It can be found that, From the analysis of the external environment, under the environment of stable economic growth, although the policy and legal regulatory measures put forward higher requirements for the operation and management of short video platforms, they mainly eliminate some short video platforms that are not conducive to the requirements of social development through regulation. The popularization of smartphones, augmented by the development of 5G technology, has created a favorable social and technological environment for the great development of the Douyin short video platform. The favorable development trend of the short video



platform industry as well as the continuous expansion of its scale has also brought intense industry competition to the Douyin short video platform. From the analysis of the internal environment, the advantages of the Douyin short video platform, such as its high-quality content ecology, high-quality user groups, and strong technical support, are still obvious, but there are also problems such as asymmetric regional distribution of users, serious homogenization of short video content, reduced incentives for users to create, imperfect video recommendation and auditing mechanisms, and weak social functions.

Through SWOT analysis, this paper concludes that the internal advantages of the Douyin short video platform are still obvious, the external opportunities are greater than the challenges, and the whole is in the rapid development of the industry, and already has the capital to compete in the industry. The advantages of the Douyin short video platform can be amplified with technical support and institutional guidance, while the shortcomings highlighted during the development process can also be overcome through technological transformation and cost investment. When comparing the opportunities in the internal and external environments with the costs of increased investment, the long-term benefits of the opportunities will far outweigh the challenges of solving the current problems.

Aiming at the current problems of the Douyin short video platform, this paper puts forward the following three development strategy suggestions: 1) Differentiated development strategies. Optimize the video review and recommendation mechanism, while empowering producers to enhance content quality and improve the status quo of serious homogenization of video content. Form a different content ecology from other short video platforms and maintain a unique content ecological advantage in the short video platform industry. 2) Diversification strategy. Enhance the functional value of the platform, strengthen the integration with multiple fields, expand the geographical market, expand the scale of users, and at the same time strengthen the social function to increase user stickiness. In this way, we can attract more users to the Douyin short video platform, expanding the scale of users and increasing the flow of the platform at the same time. 3) Cost leadership development strategy. Strengthening the real-name authentication mechanism effectively circumvents brand public relations, rights compensation, and other cost expenditures brought about by poor-quality video content, and reduces the cost of operation. It is ahead of other short video platforms in terms of cost.

## **Chapter 5 Recommendation**

The rapid development of the short video platform industry has gradually increased its influence on social and economic development. This paper puts forward the following suggestions for the future development of the short video platform industry:

### **5.1 Standardize operation management and optimize industry ecology**

The healthy development of the short video platform industry relies on a good industry environment, co-creation and sharing, coexistence, and co-prosperity should become the common pursuit of the industry. We should seek rational development, seek scientific development, consciously give up the impulse of barbaric growth, and return to the era of craftsmanship. The era of barbaric growth is over. It's time to return to the era of fine-tuned craftsmanship. We should focus on releasing the social effects of the short video industry, giving rise to new products, new models, and new business forms. To stimulate the development of the industry, strengthen content management, focus on solving the content of the prominent problem of vulgarity, youth addiction to the network of social reflection is a very strong problem, and constantly improve the effectiveness and level of our content security management. To strengthen the management and standardization of management by the law, to comply with relevant laws and regulations and industry rules, and to seek development based on a high degree of economic and social benefits to seek development. To take up the short video platform industry should fulfill social responsibility, and jointly maintain a positive and healthy industry ecology.

### **5.2 Improve the quality of short video content to avoid content homogenization**

Short video platforms belong to the content production industry, and their core competency is to provide quality video content. The innovative development of the short video platform industry cannot be separated from the innovation of short video content, and we should take the initiative to guide users to produce content and take the hot life and beautiful times as the source of unceasing content production. It is necessary to optimize the short video review mechanism, adhere to the original, protect the original, and avoid the problem of serious homogenization of short video content. We should innovate to cultivate new forces, innovate the content aggregation model, and support more professional forces to participate in the supply of short-video content and improve the quality of content production. To revitalize resources and strengthen the development and utilization of videoization of high-quality content. Explore the video presentation of text and pictures and other forms of communication to maximize the use of limited existing resources. It is necessary to strengthen services and create a multidisciplinary and specialized

content production model so that the short video platform can become a new stage and space for learning and education, skills training, and fostering self-expression. Under the premise of ensuring that the content of short videos is positive and upward, it increases the protection of originality to avoid the problem of serious homogenization of short video content. At the same time, shortens the audit process, improves the efficiency of the audit, and drives the enthusiasm of users to produce short videos.

### **5.3 Deeply strengthen the social function of the short video platform**

Short video platforms need to operate socially to increase user stickiness, loyalty, activity, and revenue streams, as well as to contribute to user experience and platform growth. Combined with the current situation of short video analysis of its social communication characteristics, and integration of them together, the content of its continuous optimization, the implementation of the expansion of the two directions of breadth and inclusiveness. Highlighting the connotation and value of short videos, maintaining the cultivation of logical thinking ability, building a target platform, optimizing horizons, adding new changes, and dissecting short board problems to conduct a new logical thinking study on the subsequent continuous development. When carrying out socialization operations, the platform should formulate appropriate socialization strategies based on user needs and preferences, provide socialization functions that satisfy users, and pay constant attention to user feedback and data analysis for continuous optimization and improvement. By encouraging socialization and interaction between short video producers and users as well as between users, the relationship between users will be strengthened and deepened. The social function of the short video platform can be strengthened by opening the function of multi-person video, the function of mutual user lists, and the way information aggregation strengthens the interaction with loved ones.

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