Overseas Content Operation Management of Internet Companies in The Perspective of Streaming Media A Case Study of Tiktok

Zhihui Xing *

International Business School, Chongqing Technology and Business University, Chongqing, China

* Corresponding Author Email: xingzhihui@ctbu.edu.cn

Abstract. With the advancement of technology, it is now common for people to use streaming platforms for entertainment and information extraction. However, due to the gradual saturation of domestic users, Internet companies have cast their horizons overseas. Although there has been a lot of research about the path of Internet companies to go overseas, the management of content operation after going overseas has rarely been addressed. This paper focuses on the difficulty for Internet companies to go overseas with content products and takes TikTok under ByteDance as an example to analyze the strategy in the direction of content operation and management. Through analysis, it is found that the pain points of overseas content operation of video products mainly lie in the cultural discount and user retention rate generated when content crosses over. The cause of the problem may be that the company did not fully conduct an accurate portrait analysis of potential users and the design of the video push mechanism in product design, but directly applied experience in China to promote the overseas market. Therefore, after a detailed analysis of TikTok case products, it is concluded that the above problems can be effectively optimized using internal and external operational separation and user-driven localization, to help the product be successfully promoted on a global scale.

Keywords: Streaming media; Overseas content operations management; Internet company; Byte Dance.

1. Introduction

Nowadays, technological development has brought a radical change in the way people spend their leisure time. In the early 20th century, the masses in China were generally inclined to choose physical objects such as Chinese chess, Mahjong, books and newspapers for their recreation and entertainment. However, with the development of Internet technology, cell phones have now become an important product for people's pastime. In terms of the functions included in cell phones, opportunities exist for Chinese Internet companies in segments such as mobile games, mobile e-commerce, social media, pan-entertainment, financial technology and utilities. Among them, short video streaming has taken the world by storm in the past five years. The reason for this is, on the one hand, based on algorithms and high-quality content, short video streaming seizes a large number of users' online entertainment hours, on the other hand, it has a strong ability to realize the cash, which also attracts the major social media and long video competitors to enter the game.

Under this trend, internet companies have the potential to expand their business globally by going overseas with their streaming media platforms. Therefore, the content operation management of streaming media products is particularly critical. Jiang Shen believes that streaming media will inevitably encounter cultural discounts when going overseas, and it is difficult to truly open the international market [1]. Guo Yuqiong said that the era of high-speed growth of streaming media platforms has passed, and the problem of how to attract and ensure the retention of overseas users through content is equally urgent [2].

To solve the problem of overseas customer retention, the current data push technology can be optimized, such as selective, personalized and customized push for different countries and regions, or introduce more interactive topics that can resonate with overseas users to increase interest, steadily increase the number of users based on ensuring customer retention [1,2].

Although there are solutions to the streaming media content problem that can relatively improve the video quality, enhance the viewer's experience and strengthen the brand effect, the content operation management problem has not been directly solved. According to the 199IT database, at least 54% of China's Internet companies have gone overseas to carry out business in 2022, of which less than 14% rely on content products to go overseas, and only ByteDance has gained great influence in the international arena. Therefore, this paper aims to solve the problem of Internet companies' difficulty in utilizing content products to go overseas, provide a good environment for creation and enhance their corporate value by improving their operation strategies and analyzing TikTok.

2. Basic Information about TikTok

Nowadays, the product, TikTok, in the streaming media industry is popular all over the world, which was produced by ByteDance. This paper will mainly take ByteDance as an example for the empirical analysis of the problem which is difficulty in utilizing content products to go overseas in internet companies.

ByteDance was incorporated in Beijing in March 2012, whose products and services now cover 150 countries and regions around the world, having ranked at the top of the total app store list in more than 40 countries and regions [3]. With a mission of “inspire creativity, enrich life”, ByteDance has launched products in the digital content area, including Toutiao, Xigua video, TikTok, etc[3]. Toutiao, ByteDance's first core product, focuses primarily on news content recommendations for the Chinese market with extraordinarily powerful algorithms [3]. It uses artificial intelligence technology to optimize recommendations, which means the more a user reads, the more customized and sophisticated the content services Toutiao can provide, laying the technical groundwork for the launch of TikTok [3]. TikTok, launched in China in September 2016, allows users to create and share their short videos and live streams, which is unique due to its abundance of filters, music, animation, and camera effects that can enhance users’ uploads [3]. Focused on young audiences, TikTok has been the world’s fastest-growing social media application [3].

TikTok, ByteDance's flagship product, is hugely influential around the world. Its product positioning and research and development points have important reference value for the research and development of all video’s social software (see Table 1). Through the analysis, it is found that Bytedance, taking into account that Generation Z is pleased to be exposed to new things and advocates the expression of self-worth, finally decided to position itself as a music social community for young people to maximize the realization of the social vision of "everyone can record life and share life"[7]. At the same time, a short video mode and precision push algorithm system are adopted to help people increase their cognition of various social news in fragments, improve the social communication degree of news media, and help the social construction of positive public opinion [5].

Table 1. BMC Analysis of TikTok

<table>
<tr><th>Key Partners</th><th>Key Activities</th><th>Value Proposition</th><th>Customer Relationships</th><th>Customer segments</th></tr>
<tr><td rowspan="3">1. Creators and Advertisers
2. Merchants
3. E-commerce platform
4. Investors</td><td>1. Develop the algorithm for platform software
2. Support creators
3. Marketing to attract advertisers
4. Building community</td><td rowspan="3">Product value:
1. Provide users with a low-threshold platform technology and commercial realization solutions
2. Let users record their life

Emotional value:
1. Satisfy the audience's content consumption needs
3. Satisfy the social demand and find a sense of belonging for users.</td><td>1. Co-creation relationship with users
2. Assistant relationship with advertisers</td><td rowspan="3">1. Well-educated young people who are seeking personalized content and a platform to show themselves
2. Advertisers</td></tr>
<tr><td>Key resources</td><td>Channels</td></tr>
<tr><td>1. Investors
2. High-quality creators
3. Powerful recommendation algorithms and diverse creation tools
4. Human resources for technical products and activity operation</td><td>1. Platform facilitates the creation and high-quality videos to attract new users
2. Sponsor programs and KOL stars promote popularity
3. App store</td></tr>
</table>

Cost streams	Revenue streams
1. Platform maintenance and development costs 2. Marketing expenses, creator incentive fees 3. Human resource cost	1. Content realization: reward commission 2. Traffic realization: advertising, e-commerce draws 3. Operation consulting income

3. Operational management Analysis of TikTok

In the case of TikTok's overseas success, the main reason that enables it to succeed is found to be its operational management. Operational management is all the manual intervention of the company in the design, implementation, and other processes of the product [4]. For Internet companies that want to go overseas through streaming media, there are two products that the operator has to provide, one is video content, and the other is platform service. Therefore, the operational management of such companies mainly involves manual intervention in the process of content production and platform maintenance [4]. Good content operation can not only satisfy users' content consumption needs by producing abundant content but also convey a company's positioning for brand promotional purposes. It is also an important work that can help enterprises build a good image by realizing accurate marketing and establishing good interactive relationships. In terms of content operation management, the biggest problem faced by operators is how they can know and produce content that can attract and retain viewers. In terms of platform operation management, a smoothly operated platform can provide good service to users and get high user satisfaction, but how to utilize technology and development vision to enhance the whole process becomes the key point of growth [4].

However, content operational management is the core of short video platform profitability [4]. The three means of TikTok profitability are all based on content operation, in which content realization relies on reward commission after creators produce high-quality videos, and traffic realization and

operation consulting income rely on high-quality video outflow promotion to make money through advertisers and creators attracted to TikTok. Only by ensuring that the platform can consistently produce high-quality content can it ensure that the utilization of the precision push algorithm is maximized and maintains a high user growth rate and customer retention rate through community building [10].

When the platform goes overseas, the viewing preferences and habits of different groups are sure to be very different [5]. Nowadays, it is difficult to eliminate the problem of cultural discounts is a common problem in the streaming media industry, which cannot be solved even by companies like ByteDance in the direction of operational management. To address this problem, modern operational management methods can be regulated by using internal and external divisions of camps. TikTok took localization measures when it entered the international market, which is the secret that it can be successfully promoted in various countries [6]. TikTok has been developing in parallel around the world, with different platforms at home and abroad, and subtle differences in each version in each country and region [7]. For example, TikTok in the U.S. is more of a spoof, while Japan is more about travel and pets.

Instagram is a visual sharing platform created in 2010 that allows users to post photos and videos, while Reels launched on Instagram in August 2020 as a short video feature [8]. Instagram Reels are vertically formatted videos that are up to 60 seconds long, whose users can record and edit together video and photo clips set to music and share them [9]. While using the internal and external divisions to reduce cultural discounts, TikTok's users play a key role in the operation of its content because they can localize it themselves, which is better than Instagram Reels (see Table 2).

Table 2. VEIO analysis with TikTok and Instagram Reels

	Value	Rarity	Inimitability	Organization
TikTok	1. The earliest short video platform 2. Best mobile editing tool 3. Precise push system Good relationship with users 4. Regional release priority push	1. Allow creators to imitate each other, pay more attention to the entertainment of videos, and make brand image easier to cooperate with advertisers 2. Users can spread their works wildly through suitable content without fans, and the threshold of visibility promotion is low	1. Have a large number of explosive video operation experience and publishing copyright 2. The world's first life recording software specializing in short videos 3. Further expand derivative products such as live streaming and short TV series with the help of short video highlights and timely market feedback 4. The short video mechanism is easy to imitate, but the push mechanism and product design cannot be surpassed	1. High investment in R&D and promotion, and continuous product updating ability 2. Stable promotion channels and market expansion capabilities 3. Bytedance has a high reward system for the employees of the TikTok project team and actively encourages the creativity of employees to help with continuous updates
Instagram Reels	1. Rely on Instagram short articles and pictures to optimize user positioning and quickly lock the US market 2. Users can promote videos globally and expand their influence through the mechanism of Explorer 3. Absorb the advantages of TikTok, integrate life and business to the greatest extent, and enhance the economic effect of video	1. Have loyal Instagram and Facebook users 2. In terms of cultural commonality, the push mechanism can better lock the preferences and needs of people in the United States and European countries	1. It has a certain imitability because the essence of the product is to imitate the short video function of TikTok 2. At present, there is no special push mechanism or drainage means, and it is necessary to improve the market promotion ability as soon as possible	1. Strong financial strength, CEO Mark Zuckerberg can make strategic adjustments according to the market environment 2. The company's operational strategy is based on the greatest support of the Reels team, helping to promote and improve features

In terms of content production, users from all over the world upload their work on TikTok, utilizing their creativity to create and modify parodies on the platform. In the process of selection and introduction by users, they do not just use it but selectively introduce a part of it that is suitable for local dissemination [10]. In terms of content push, the TikTok push system prioritizes the original works of local users. Because these local works often share similar languages and cultures, and similar topics and groups, not only will local users be more likely to accept and participate, but local users

will also be able to keep up with the pace of local popularity [7]. In the process, creators can also interact with users on other social platforms, and through one-click sharing of videos, not only does the content ensure distribution, but also has the potential for mass distribution. In the process of multiple dissemination, recipients can also stop simply forwarding the original video content, but instead express their views and comments during the forwarding process, and once again give the video a new meaning and understanding, thus attracting more users and increasing the retention of old customers [4].

Therefore, in response to the problem that streaming content can't be well adapted to overseas markets in terms of culture and push, there are now two ways to solve the problem, one is to separate internal and external operations, and the other is to be self-operated by users. In these two ways, local Chinese Internet companies that want to operate overseas can learn from them. However, for the part of introducing content overseas for users' self-management, enterprises should strictly refer to local laws and religions during the pushing process to ensure that the output content conforms to the local public opinion environment and market environment to avoid international disputes.

4. Conclusion

In conclusion, this paper analyzes the problem that their streaming media platforms have difficulty surviving on content products in the context of the streaming media perspective where Internet enterprises have to go overseas. It is found that content operation is the centre of operation management in the modern streaming media industry, and it can be optimized by using a personalized recommendation algorithm system to improve the accuracy of content pushing. At the same time, through the analysis of TikTok, the world's top streaming media product, it is found that the problem of cultural discounts suffered by content products going overseas can be solved through the strategy of internal and external divisions, which can effectively help improve the enterprise's overseas strategy. However, in the process of research, it is found that the platform operation element is also an important influence element in the operation management strategy, therefore, in the subsequent research, the platform operation management will be the core of the research to fill the gap of the operation management strategy in the development of streaming media platforms and to help the industry to develop better.

References

[1] JIANG Shen. Market Characteristics of International Streaming Media, Transnational Penetration and Strategic Choices of Films Going Overseas [J]. Contemporary Cinema, 2023, (09): 94-103.

[2] ZHANG Ziye, GUO Yuqiong. The Survival and Development of Streaming Media Platforms and Literary Films: Taking iQiyi as the Object of Observation [J]. China Film Market, 2023, (09): 28-35.

[3] Wu J. Study of a Video-sharing Platform: The Global Rise of TikTok[D]. Massachusetts Institute of Technology, 2021.

[4] He A, Li X. The Management of TikTok Operation[C]//Advances in Decision Science and Management: Proceedings of Third International Conference on Decision Science and Management (ICDSM 2021). Springer Singapore, 2022: 367-374.

[5] Hunter Jr R J, Lozada H R, Shannon J H. A primer on basic concepts in international economics: Measuring and classifying countries and evaluating strategies employed by companies engaged in the global market[J]. International Journal of Economics and Financial Research, 2018, 4(5): 115-124.

[6] Xu H, Li W, Kuang G, et al. Analysis of Cross-Border E-Commerce Marketing Strategy of B2B Model Based on TikTok Platform[J]. 2023.

[7] Xu J. Globalization of Information—Take TiKTok as an Example[J]. Asian Journal of Social Science Studies, 2022, 7(9): 6.

[8] Rahmawati T Y, Dewi M K, Ferdian I R. Instagram: Its roles in the management of Islamic banks[J]. Journal of Islamic marketing, 2020, 11(4): 841-861.

[9] Anagnostopoulos C, Parganas P, Chadwick S, et al. Branding in pictures: using Instagram as a brand management tool in professional team sport organisations [J]. European Sport Management Quarterly, 2018, 18(4): 413-438.

[10] YANG Weina,LI Jiaheng,JIA Xuewen. Observation on the Overseas Development and External Communication Characteristics of China's Social Media [J]. External Communication, 2020, (11): 10-13.