

Words Operation Strategy and Analysis of Tencent Video's Homemade Drama

Ning Wang^{1, *}, Ruhao Yu², Feihan Zhou³, Yunqi Zang⁴

¹ College of Automation and Electronic Engineering, Qingdao University of Science and Technology, Qingdao, China

² School of Aeronautical and Mechanical Engineering/Flight School, Changzhou Institute of Technology, Changzhou, China

³ Massey Institute, Nanjing University of Finance and Economics, Nanjing, China

⁴ School of Computer Engineering, Jinling Institute of Technology, Nanjing, China

* Corresponding Author Email: 2107020117mails.qust.edu.cn

Abstract. The rise of self-produced dramas on video platforms is a major trend in the Chinese online video industry in recent years. Tencent Video, as one of the leading online video platforms in China, has successfully attracted a large number of users through substantial investment in self-produced dramas and has stood out in the market competition. This paper aims to conduct an in-depth study on the operational strategies and analysis of self-produced dramas on Tencent Video. By collecting and analyzing relevant data on self-produced dramas on the Tencent Video platform, it explores metrics for measuring the popularity of self-produced dramas and the impact of content innovation on user attraction. The research methods include data collection and analysis, as well as comparative analysis of the operational strategies of different self-produced dramas. The main point of this paper is to emphasize the importance of operational strategies for self-produced dramas and provide operational strategy recommendations for Tencent Video's self-produced dramas. The research findings will provide practical guidance on the operation of self-produced dramas for video platforms, promote the development of the self-produced drama industry, enhance user satisfaction, and drive the sustainable development of video platforms.

Keywords: Self-produced dramas; Tencent Video; Operational strategies; Sustainable development.

1. Introduction

Self-produced dramas play an increasingly important role on video platforms, not only attracting users and enhancing the quality and uniqueness of the platform's content, but also bringing more business opportunities to the platform. As a leading online video platform in China, Tencent Video has achieved remarkable success with its self-produced dramas in recent years. Self-produced dramas, as an important content form on video platforms, are of significant importance in attracting users, enhancing platform brand image, and commercial value. Tencent Video, as one of the most influential video platforms in China, has garnered significant attention with its self-produced dramas in the market. However, how to develop effective operational strategies and continuously optimize self-produced drama content through data analysis is crucial. The impact of self-produced dramas on society is inseparable, as mentioned in the paper "Research on the Broadcasting Strategy of Self-produced Dramas on Online Video Platforms under Social Influence". Therefore, this topic remains a subject worthy of in-depth research. By studying the operational status of self-produced dramas on Tencent Video, valuable insights can be provided for other video platforms, promoting healthy industry competition and driving the development of online video content in China. Currently, research on the operational strategies of self-produced dramas on video platforms in China is relatively limited. Some foreign video platforms have achieved certain success in self-produced dramas, but their operational strategies and market environment are different from those in China, making them not entirely applicable to Tencent Video. This paper will focus on the research of operational strategies for self-produced dramas on Tencent Video, analyzing data, studying

investments, products, and user preferences. Finally, relevant operational strategy recommendations will be proposed, along with prospects for future development. The research methodology will mainly focus on data statistics, exploring the operational strategies of self-produced dramas on Tencent Video and their influencing factors. Through this study, the aim is to provide beneficial insights for Tencent Video and other video platforms, promoting industry development and progress.

2. Operational Strategy

2.1. Brand Strategy

The self-made drama brand strategy of Tencent Video fully reflects innovation and diversity. In terms of building brand strategy, Tencent Video has its own strategic deployment:

Tencent Video focuses on developing original content, especially in the field of self-made drama. They tried their best to hold market trends and produced numerous beloved self-made drama tailored to the tastes and needs of the audience.

Tencent Video proposed the "super self-made" strategy in 2016, and vigorously invested in the production of self-made dramas, variety shows and other content. This demonstrates Tencent Video's emphasis and investment in self-made content.

Tencent Video has formed a diversified content ecosystem with IP as the core, trying to attract more viewers. They attempted to adapt the popular IP into a self-made drama, which made the drama attract the attention and popularity of the original fans from the beginning of publicity and birth, thus increasing the stickiness of the audience and the topic of the program [1].

From this series of strategies, Tencent Video's self-made drama have successfully created their own brand characteristics and market position.

2.2. Page Numbers Channel Strategy

The self-made drama channel strategy of Tencent Video is closely tied with the uniqueness of its cross-platform resources. With the support of big data, it accurately predicts user behavior, relies on its strong capabilities in various fields such as social media, news, and gaming, specifically promotes exclusive shows, achieving refined and personalized promotional effects.

Take Tencent Video's self-made drama "The Untamed" as an example to analyze its strategy: Tencent carried out cross-platform promotion with a rich series of Internet products. On social platforms such as WeChat and QQ Space, Tencent has carried out precise and large-scale promotion of "The Untamed", greatly improving its coverage and popularity. Before the series aired, Tencent Video released trailers to spark viewers' curiosity and entice them to watch the full series. In the connection with other entertainment products such as games, music, and comics, Tencent Video has successfully increased the influence of its self-made drama.

However, although this strategy brings a series of advantages, there are also some undeniable drawbacks. Firstly, from Tencent's own social media platform, self-made drama can be promoted to a broader user group, thereby increasing the popularity and ratings of the series. Secondly, Tencent has a large amount of user data, which enables it to more accurately identify the target audience and implement targeted promotional activities. However, this business strategy also carries the risk of excessive commercialization. Excessive publicity or spoilers may destroy the mystery of the series, affect the audience's viewing experience, and thus cause negative effects. In addition, excessive reliance on Tencent's ecosystem may also bring problems. Relying solely on one's own platform for marketing may lead to overly single marketing methods, limiting the diversity of the audience group, thus affecting the overall audience effect of the series.

Therefore, when promoting self-made drama, it is very important to balance the relationship between publicity and preservation, diversified marketing channels and relying on own platform. This ensures

that the series will gain wider recognition and a better viewing experience for the audience, avoiding potential negative impacts.

2.3. Market Strategy

The self-made drama market strategy of Tencent Video is highly targeted and strategic, aiming to ensure the success of self-made drama and meet the needs of different audiences. Its diverse series types cover love, comedy, suspense, youth, fantasy, etc. This diverse strategy can cater to the tastes of various audiences. With the help of Tencent's huge online platform, Tencent Video applies social media and online marketing methods to effectively increase the popularity of its own dramas and attract more attention and participation from the audience. These measures all demonstrate the unique accuracy of Tencent Video in the self-made drama market, leveraging an important role in maintaining its competitive advantage in the highly competitive video industry.

Although Tencent Video has formulated these strategies, the number of members is still on a downward trend. As shown in Figure 1, in comparing Tencent Video's paid membership trends, data for the fourth quarter of 2020 show that the number of paid members of the platform has reached 123 million. However, during the first quarter of 2021, Tencent Video's number of paid members only increased by 2 million, and the growth rate did not reach 2%. This is the second-worst performance since Tencent Video began publicly disclosing data. Further observation shows that in the previous quarter, from the third quarter to the fourth quarter of 2020, Tencent Video's growth in paid members also appeared weak, with only 3 million members [2]. This low growth rate is mainly due to its lack of market positioning ability, causing failure to effectively capture the needs and concerns of the audience, resulting in a low membership growth rate.

If Tencent Video wants to firmly seize market share, it must adhere to the law of "content is king" and create content that the audience truly enjoyed. So users are willing to pay, thus forming a virtuous cycle from content production to content payment [3].

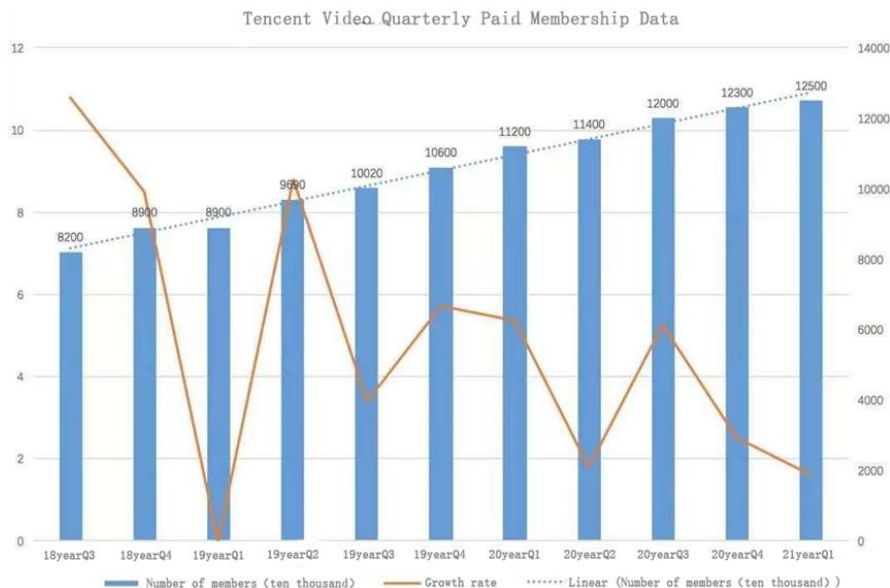


Figure 1. Tencent Video's Quarterly Paid Membership Data from 2018 to 2021 [4]

2.4. Special Signs Product Strategy

Tencent video adheres to long-term doctrine, create self-made drama products. In today's market, any business who wants to retain customers must have their own uniqueness. Tencent Video self-made unique content to attract customers, such as: "Beginning", "The Joy of Life" and "The Three-Body Problem" and other TV series have been relatively well reflected [5].

Tencent video is still a little insufficient in the self-made drama compared to iQiyi. As shown in table 1, as can be seen from the ranking of average V30 broadcasts in 2023, Tencent Video has only two

of the top ten on the list, and the total broadcasts of the two is only half of the first drama, indicating that audiences prefer self-made dramas produced by iQiyi

Table 1. 2023 Average V30 Playback Ranking [6]

Ranking	Set average v30	Yunhe Rating	Calculate the number of sets	Launch date	Play platform
1	The Knockout	S+	39	2023/1/14	
2	Everlasting longing First quarter	S+	39	2023/7/24	
3	Till the End of the Moon	S+	40	2023/4/6	
4	Destined	S+	40	2023/6/18	
5	Story of Kunning Palace	S+	38	2023/11/7	
6	Mysterious Lotus Casebook	S+	40	2023/7/23	
7	Nanhai Guixu	S+	8/16	2023/11/27	
8	Who Is He	S+	24	2023/3/14	
9	Road to Home	S+	30	2023/3/14	
10	Hide Love	S+	25	2023/6/20	

3. Solution

3.1. Brand Strategy Brand Advertising

In terms of brand advertising, Tencent can take the following innovative measures.

Tencent can provide advertisers with more precise ad positioning and placement. For Tencent, the products and personalized services it provides can simplify the process of consumer choice for the audience after the brand identification is formed in their minds [7]. Through in-depth analysis of users' interests, behaviors and consumption habits, Tencent can help advertisers better understand their target audiences, achieve precise placement and improve advertising effectiveness.

Tencent can develop intelligent ad placement tools to help advertisers optimize the effect of ad placement and improve the conversion rate and return rate of ads.

3.2. Channel Strategy

Tencent can adopt several strategies in its globalization layout.

First, Tencent can expand its share of the global market by establishing multiple overseas branches around the world and cooperating with local companies.

Second, Tencent can provide users with rich Internet services by developing multiple platforms, such as WeChat and QQ, thus not only satisfying users' needs but also further expanding its influence in the market. On the video platform, it not only builds a user communication channel, but also advances the social function, which allows communication between users and Tencent's service providers, and between users and users, and these communication interactions have become a main feature of Tencent's video, and a marketing tool that the Group strongly supports and recognizes [8].

In addition, Tencent can also establish strengthened partnerships and cooperate with companies in various industries to jointly promote goods and services in order to further expand Tencent's channel network.

Taken together, these measures can help Tencent achieve wider market coverage globally and improve the company's competitiveness in the global market.

3.3. Marketing Strategies

Tencent can adopt several strategies in terms of investment and membership innovation.

Firstly, Tencent can look for new areas and industries in terms of investment, they can focus on emerging technologies, innovative technology companies and startups that have the potential to promote technological innovation and business growth. By investing in these companies, Tencent can strengthen its own capabilities in different areas and share its technology and resources with these companies, thus realizing a win-win situation.

Secondly, Tencent can innovate in membership system, they can attract more users to join the membership program by providing more personalized membership services and benefits. Combined with the positioning theory of marketing, the prerequisite for Tencent's video business to dominate the market must be the differentiation of its products, i.e., the enhancement of membership benefits and the differentiation of its services [9]. For example, they can offer exclusive content, right of first refusal, customized products or services, and special cooperation with partners. Tencent can also leverage its rich data resources to enhance the member experience through personalized recommendations and customized suggestions, as well as interact more closely with members.

In addition, Tencent can innovate its investment and membership through an open platform approach: They can build an open ecosystem to attract more partners to join and co-develop innovative products and services with them. By working with partners, Tencent can share technology, resources, and marketing channels to accelerate innovation and enhance competitiveness.

Taken together, these measures enable Tencent to effectively fill its lack of market positioning ability in terms of investment and membership, and realize growth in membership.

3.4. Product Strategy

Tencent can take a number of measures to optimize the uniqueness of its products.

First, Tencent can further integrate its different products and services to provide a more seamless user experience. For example, integrating social media, gaming, payment and entertainment functions into a unified platform allows users to access and use different products more easily.

Second, Tencent can provide more personalized products and services by leveraging big data and artificial intelligence technology. They can recommend relevant content, products or activities for users based on their interests, preferences and behaviors to enhance user experience and satisfaction.

In addition, besides core products, Tencent can develop new value-added services to meet the different needs of users. For example, they can provide services such as online education, health management, and smart home to expand the coverage of their products and increase user stickiness.

In addition, Tencent can further expand its open platform cooperation and work with other companies to develop innovative products. They can work with technology companies, startups, and other industry leaders to develop new applications, tools, or services to meet the diverse needs of users.

Finally, Tencent can customize its products and services according to the needs and cultural characteristics of users in different geographic regions. For example, in overseas markets, they can launch products that are adapted to the habits and preferences of local users to increase market share and user loyalty. This optimization strategy not only saves enterprise costs, but also enables further

optimization of users' personalized rights and benefits, enhances enterprise user stickiness, and improves Tencent's competitive advantage in video [10].

Taken together, these strategies can help Tencent create the uniqueness of its self-produced dramas in order to gain more traffic.

4. Conclusion

Through an exploration of Tencent Video's operational strategies encompassing branding, channel distribution, market positioning, and product development, it was discerned that the platform's proprietary dramas have successfully carved out a distinctive brand identity and market position. Leveraging synergies with gaming, music, and comics, Tencent Video effectively amplified the influence of its in-house productions, showcasing a unique precision in the self-produced drama market. However, shortcomings were identified, namely excessive commercial promotion that compromised the element of mystery surrounding new releases, resulting in some adverse effects. Furthermore, due to inadequacies in market segmentation capabilities, Tencent Video's subscriber growth failed to capture audience demands and interests effectively, culminating in a suboptimal growth rate.

In response to these findings, this study proposes specific remedies. Tencent could enhance advertising precision and deployment for advertisers, establish multiple overseas branches globally, diversify platforms, and optimize investment strategies and membership innovations to bolster the uniqueness of its offerings.

Reflecting on the aforementioned analysis, the primary research team identified deficiencies in the lack of in-depth discussions on various strategic aspects, limited personal perspectives, and the presence of bias in the Tencent Video operational strategy analysis. Additionally, the research methodology was somewhat one-dimensional, quantitative analyses were scant, and citations were lacking, potentially compromising accuracy and scientific rigor. Future studies could enhance research depth by exploring existing domestic and international research, engaging with a wide array of literature and articles for inspiration, and articulating personal viewpoints more comprehensively.

Authors Contribution

All the authors contributed equally and their names were listed in alphabetical order.

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