

Research on Enterprise Development Strategies of Online Conference and Office Platform in the Post-epidemic Era

-Using Tencent Meeting as an Example

Meixi Liu^{1,a,*}

¹*Information Science and Engineering School, Shenyang Ligong University, Shenyang
110158, China*

a. liumeixi@mail.sdufe.edu.cn

**corresponding author*

Abstract: Thanks to the surge in demand as a result of the catalytic effect of the epidemic and the rapid development of increasingly mature cloud computing technology in recent years, the online office meeting platform has formed a certain scale of users and a particular working system in all sectors of society. Nowadays, online conference platform enterprises have basically formed, and the competition of various cloud conference platforms is becoming increasingly fierce under the mixed office trend in the post-epidemic era. How to achieve user retention and expand new users to enhance market share, how to transform the existing traffic to enhance brand power, and how to adjust policies to accelerate the commercialization process have become an inevitable major test for online conference platform enterprises. Since the realization of sustainable development is closely related to the product definition and ecological layout of the platform, taking TencentMeeting as an example, this paper analyzes the development history and ecological layout of the TencentMeeting platform, examines the internal and external environment, advantages, and disadvantages of TencentMeeting with SWOT model, and finally puts forward relevant suggestions on the products and ecology of TencentMeeting based on the current environment.

Keywords: TencentMeeting, online meeting, office platform, SWOT analysis, strategy research

1. Introduction

1.1. Research Background

Since the outbreak of COVID-19 in December 2019, the epidemic has rapidly swept the world in the early years of 2020, affecting all sectors of society and even individuals and organizations worldwide. On the one hand, the unavoidable office demand of organizations and individuals and the clustering infection caused by staff flow, home office, and mixed office essentially replace the traditional offline office mode. The field of online office is rapidly catalyzed, and the demand continues to surge. On the other hand, many governments have introduced policies to encourage enterprises and organizations to adopt home-based and mixed working methods. Due to the inevitable office demand

during the epidemic, the user base of the online office market has increased significantly compared with that before COVID-19.

In addition, with the gradual maturity of China's Cloud computing in recent years, the gradual improvement of network infrastructure construction, the continuous maturity of communication technology, cloud video technology, and other technical fields, coupled with the explosive growth of industry demand during the epidemic, the rapid expansion of online office application scenarios, instant messaging, collaborative documents, online meeting, and other application scenarios have ushered in a blowout growth. According to the 51st Statistical Report on the Development of Internet in China released by China Internet Network Information Center, as of December 2022, the number of online office users in China reached 540 million, an increase of 70.78 million compared with December 2021, accounting for 50.6% of the total netizens [1]. From this perspective, the accumulation of traffic during the epidemic will also make the user base of the office and conference market more stable in the future, and the user stickiness will also be improved to a certain extent. It can be said that at the same time as traffic harvesting, various office platforms and conferences are also actively carrying out ecological strategic layouts to speed up the commercialization process. Today, the cloud conferencing and office platform space has long been fragmented. Internet service providers such as Tencent, Alibaba, and Bytedance have all made corresponding industrial layouts on online meetings and collaborative office platforms, and an intense situation has been formed. In addition, the demand of enterprises for office mode has gradually shifted to the mixed office mode of "online + offline." For example, in early 2022, Ctrip Group, a leading online travel platform in China, announced that it would implement a mixed office system among its 30,000 employees, and eligible employees could choose their own office location for online work two days a week [2]. Various market demands show the huge development potential of online offices in the future. This paper selected TencentMeeting as the research object, made a comprehensive analysis of its platforming process and development strategy after the epidemic, and put forward corresponding countermeasures and suggestions according to its current situation, which provided a rich and complementary analysis and research for the subsequent online conference platform.

1.2. Research Purpose and Significance

With the acceleration of the online office process under the catalytic effect of COVID-19, the perfection and richness of online meetings and office platforms are further improved. As a comprehensive technology, network video conference needs long-term technology accumulation and continuous function change in order to maximize the adaptation to the needs of different enterprises and occupies an important position in enterprise management [3]. At present, there are few types of research on the office platform and online conferences of enterprises and individuals in the post-epidemic era, and the related discussion literature on TencentMeeting is even rarer.

Therefore, this paper aims to take TencentMeeting as an example to analyze the product layout and platform development in the post-epidemic era and try to explore the success factors of TencentMeeting and enrich relevant theories to a certain extent. At present, the popularity of Internet office platforms and online meetings continues to be high. Compared with traditional working modes, online working modes have significant cost and efficiency advantages [4]. Nowadays, header platform enterprises, such as TencentMeeting and Dingding, have basically formed and absorbed a large number of users. How to achieve user retention and traffic conversion is an important issue facing enterprises today. This paper combined with the current situation of conference demand and management under the epidemic situation, analyzed the current situation of industrial layout and formed relevant optimization suggestions, hoping to provide practical reference for the development and optimization process of this type of product.

1.3. Research Methods and Framework

This paper mainly adopts a review study and case analysis, taking TencentMeeting as an example to analyze the enterprise development strategy of offline conferences and office platforms in the post-epidemic era.

This paper will introduce the development status of the online conference and office platform, research purpose and significance first, then describe the current situation of enterprise management and online conference needs under the epidemic situation and discuss the advanced development status of TencentMeeting and platform layout status, finally based on SWOT analysis of TencentMeeting development strategy and give relevant optimization suggestions.

2. Current Situation of Enterprise Management and Online Meeting Requirements During the Epidemic

At the beginning of 2020, in order to prevent and control the widespread spread of COVID-19, from the national level to the local government, a series of policies have been introduced, such as extending holidays and restricting travel, in order to minimize the risk of the epidemic. However, for enterprises, when their survival and maintenance are tested, how to minimize the impact on the office process and ensure the regular operation of enterprises becomes the top priority. The concept of an "online office" has been formally put forward, and its landing effect has been recognized by most enterprises and employees. In response, many companies are also actively encouraging their employees to work remotely from home during the epidemic. At the same time, the Ministry of Industry and Information Technology of China has also carried out the promotion of online office and video conferences in critical industries and enterprises belonging to the country.

Affected by the epidemic and related policies, the traffic in the online collaborative office industry has increased dramatically. Video conference, as an important tool for telecommuting internal and external communication, is rapidly out of the circle under this influence. The downloads of video conference App Android app store represented by XYLink, Zoom, WeLink, and TencentMeeting all soared in February, with a month-on-month growth rate of more than 47%. Among them, TencentMeeting and Huawei WeLink rose rapidly, and the downloads even doubled tenfold in February, with a sudden increase in traffic [5].

Different from the traditional online communication methods such as E-mail, WeChat, and other instant messaging, online video conferences can simultaneously show the real-time status and emotions of the information communicator, which can genuinely realize instant and effective communication.

In addition, online video conferencing has low requirements on operation processes and supporting hardware devices and has wide adaptability. Any enterprise administrator or individual user can initiate or participate in a meeting through simple steps on various personal mobile devices such as mobile phones, laptops, and tablets. Good communication efficiency and user experience, through simple steps, can realize online face-to-face real-time voice communication. It has basically met the communication problems of enterprise meetings during the epidemic and meets the needs of mobile offices and the Internet era. It has been applied by the government, medical, education, and other industries, creating a profound and good market foundation.

3. Development and Ecological Layout of TencentMeeting

3.1. Development History of TencentMeeting

TencentMeeting is an audio and video conference software owned by Tencent Cloud. It was officially launched at the end of December 2019 and provides online office functions for the public [6], which

is a combination of a cloud conference platform and file sharing tool. In the early stage of the epidemic, TencentMeeting announced in January 2020 that the conference coordination capacity of 300 people would be free until the end of the epidemic. In addition, in order to help fight the epidemic around the world and ensure the regular operation of overseas branches of domestic enterprises, TencentMeeting also urgent research and development an online international version of the application.

In September 2020, TencentMeeting announced the launch of Tencent Rooms and authentication conference hardware equipment. In January 2022, TencentMeeting got through with WeCom and Tencent Docs, and Tencent industrial Internet efficiency tools were officially integrated. In June 2022, Tencent announced the launch of the app market at the conference, and the first batch of more than 20 apps was settled. Since its development, TencentMeeting has become a communication and collaboration tool connecting the upstream and downstream inside and outside the organization, including cloud conferences, Webinar, Tencent Rooms, conference room connectors, and open platform products, which can achieve full platform access and provide customers with cloud conference solutions covering a global scope. According to the official website information disclosed by Tencent Digital Ecology Conference, by the end of 2022, the number of TencentMeeting users has exceeded 300 million, and the number of online collaborative offices has exceeded 1.4 billion, which has been at the leading level in China.

3.2. Ecological Layout of TencentMeeting

First of all, the Tencent Meeting is based on WeCom's office platform software ecological layout. TencentMeeting, as an essential part of the collaborative office, has been completely connected with Tencent Docs and WeCom, forming a complete closed loop, which further improves the experience of B-side users of office platforms using cloud conference applications. Currently, WeCom users can enter and initiate meetings at its multiple entrances and directly use documents in meetings, bringing an immersive and focused collaborative experience to enterprise users. As an important part of the office platform, it can further improve the internal and external cooperation efficiency of the enterprise.

Secondly, TencentMeeting collection of third-party applications of the application market for ecological layout. Tencent will combine its own platform traffic with external third-party applications to establish a co-creation and integration of the application market. At present, TencentMeeting has integrated more than 30 applications, such as Visual China, CODING DevOps, Rain Class, ProcessOn, Neocrm, and Flomo, covering teaching, recruitment, contract, questionnaire, and other fields. Through the integration and cooperation of third-party applications, it provides users with diversified collaborative ecological tools and achieves an efficient and safe flow of information. It is to promote iteration and achieve cooperation win by sharing the traffic obtained from its own platform.

Thirdly, the ecological layout of TencentMeeting oriented to the space scene is also an important part of the enterprise's ecological layout.

At present, TencentMeeting continues the policy of producing hardware equipment and provides access to other hardware equipment manufacturers through the opening of audio and video authentication standards. According to the official website of TencentMeeting, the number of certified terminal brands has reached 31, including hardware equipment such as split kits, All-in-One Video Conferencing Devices, and AV Equipment.

At the same time, Tencent Ethereal Audio Lab, as the industry's top audio and video conference solution for conference room hardware, is committed to meet the enterprise "soft and hard" cloud video conference solution.

According to the development strategy of existing enterprises mentioned above, the vigorous development of TencentMeeting cannot be achieved without its ecological layout strategy. As a

professional application for online meetings, TencentMeeting has now completed the deep integration with WeCom, which is committed to bring a more systematic office meeting experience to enterprise users who use the office platform. The third-party application market makes better use of its own accumulated traffic, leading the industry in terms of function richness in China. The ecological layout of the terminal equipment enriches the user's choice and is more in line with the concept of creating a solution for the whole space in the post-epidemic era office scene.

4. Analysis of TencentMeeting Development Strategy Based on the SWOT Model

SWOT analysis (also called situation analysis) is a method that can analyze and study the actual situation of the research object more objectively and accurately. SWOT has four letters representing Strength, Weakness, Opportunity, and Threat. On the whole, SWOT can be divided into two parts: the first part is SW, which is mainly used to analyze internal conditions; The second part is OT, which is mainly used to analyze external conditions [7]. In this way, it is clear for the enterprise to be aware of their favorable and worthy factors to develop. At the same time, it can also find out the potential adverse factors that need to be avoided, and then find out the problems affecting the development of the enterprise, find out the solution, and determine the future development direction. By using the SWOT model as an analysis tool based on the internal and external environment of the company, TencentMeeting can be analyzed as follows.

4.1. Internal Strengths

4.1.1. A Huge Number of Users

TencentMeeting has a wide user base. According to the report of Fintech Times, from January 29 to February 6, 2020, TencentMeeting carried out resource expansion every day, with an average daily expansion of nearly 15,000 cloud hosts and a total expansion of more than 100,000 cloud hosts in 8 days, involving a total investment of over one million cores of computing resources, an unprecedented record in the history of cloud computing in China [8]. Now it has more than 300 million users, leading the industry. Through the accumulation of users and the cultivation of user habits during the epidemic, the vast majority of users still continue to use it and maintain the scale effect it has formed in the post-epidemic era.

4.1.2. The Advanced Technology of Online Meetings

With advanced technology and user experience, TencentMeeting is fully functional and suitable for different sizes of meetings and corporate needs. TencentMeeting is different from Feishu's conference and DingTalk's conference, which are part of its office applications. TencentMeeting first existed as an independent conference app and carried out iteration and billing. Through its rapid iteration and upgrading, its functional richness is much higher than Feishu Conference and Dingdingconference.

Its advantages are as follows: 1) Multi-terminal login greatly reduces the learning cost and usage threshold of users, and daily social software can meet users' online meeting needs without professional collaborative office applications; 2) Strong and perfect meeting management and control, a number of Settings can be preset before the meeting, and playback permissions and meeting minutes can be closely controlled after the meeting to meet the needs of enterprises; 3) The application market becomes rich third-party applications, one-stop meeting various office scenarios and requirements.

4.1.3. Strong Strength of the Group

Tencent's own strength, capital, technology, talent, and other obvious advantages. Compared with traditional video conferencing architecture, cloud conferencing architecture has stronger scalability,

while video conferencing is a service with high computing capacity, which requires very high flexible resource allocation and scalability. Based on QQ, Wechat, and other basic communication technologies, the cloud computing native TencentMeeting system is based on the global layout of Tencent Cloud. Its service nodes cover more than 220 countries around the world and can realize close access to provide higher service quality for global users.

4.1.4. The Openness of the Strategy

TencentMeeting ecological strategy open co-prosperity. TencentMeeting is highly integrated with other Tencent applications. When users use other Tencent products, the online conference demand will naturally pay attention to TencentMeeting, and some Tencent products have been fully connected with TencentMeeting, ensuring the safe flow of information and user experience. In addition, TencentMeeting open hardware access adhere to its own standards, Open API interface, and platform SDK capabilities to meet the needs of all users through an open and decentralized attitude to fully demonstrate the strength of its platform.

4.2. Opportunity

4.2.1. The Growing Number of Users

Online conference-related users increased. During the epidemic, more users turned to the use of online office and remote meeting tools, providing more market opportunities for TencentMeeting. In the post-epidemic era, the cultivation of user habits is basically formed. Although the use of online meetings is not the only solution for epidemic prevention, it can still save a lot of travel costs for enterprises and improve office efficiency. Online meetings have become an indispensable part of the office of most enterprises.

4.2.2. Bright Prospects for Development

The prospects for future development are bright. Nowadays, with the rapid improvement of cloud computing capability, TencentMeeting can meet the increasingly high-quality demands of various enterprises and individual users for online conferences by virtue of its cloud strength and the strong audio and video strength accumulated by years of deep cultivation and personal social business. Tencent can take advantage of the development of new technologies and Tencent's superior capital reserves to further promote the upgrading of TencentMeeting technology and the extension of Tencent's conference product line.

4.2.3. Huge Domestic and Foreign Markets

Domestic market share is huge, and overseas market opportunities coexist. TencentMeeting already has a relatively large market share in online video conferencing in China, and there are opportunities to expand and retain users. TencentMeeting can gradually expand the international market and combine other conference-related applications and hardware, integrate key resources and continuously improve credibility to occupy more market shares.

4.3. Weakness

4.3.1. Perfect Specific Function

TencentMeeting specific functions still have space for improvement. TencentMeeting bears a large number of conference functions; in the continuous expansion of the function at the same time, the

distribution of the function and the folding of the Settings can be further discussed to meet the real depth of user habits. In addition, enterprise management should be given more rights to define the real needs of the enterprise users. Factors such as the number of enterprise users, the nature of the enterprise, and the region of the enterprise may lead to some differences in the demands of the enterprise on online video conferencing. If related Settings and definitions are added to the enterprise business based on the standard products, the user experience will be improved. There are still some functional or detail defects in TencentMeeting that need to be further improved and upgraded to meet the increasing needs of users.

4.3.2. Define Comprehensive Scenario

TencentMeeting still needs to focus on the scene provided. TencentMeeting does not produce hardware but provides a full set of services by cooperating with hardware manufacturers based on open hardware standards. It should continue to improve the types of conference hardware to meet customers' demand for terminal products of various categories and budgets. In addition, by strengthening the collaborative connection between devices, the account constitution is not only applied to software services but also deeply integrated with various terminal products to achieve a highly collaborative experience.

4.4. Threat

The external market competition in the online meeting field has intensified. At present, there is fierce competition among Chinese groups deeply engaged in the field of video conference platforms. Cloud conference products provided by platform manufacturers such as Alibaba and Bytedance are a big threat to TencentMeeting. Both of them provide services through their office platforms, which have the advantages of price and high coordination for enterprises that deeply apply their platform services. So Tencent should also ensure the coordination and consistency of its online conference and enterprise WeChat and bundle sales strategy to better serve B user groups.

Based on the SWOT analysis, TencentMeeting, as an online conference platform with a large market share in China, has a strong user group and advanced technology. Meanwhile, it also needs to constantly improve its competitive advantage and promote product upgrading. In addition, Tencent also needs to always focus on user experience, constantly invest in and develop new technologies to meet the changing market demand and resist the threat of competition and maintain the growth of energy capacity to achieve sustainable development and business improvement.

5. Optimization Suggestions for TencentMeeting

Thanks to TencentMeeting technology accumulation, function iteration, overall experience, ecological strategy layout, and other factors, TencentMeeting has accumulated a large number of users. According to the financial report for the third quarter of 2022 released by Tencent, the number of Tencent conference users has exceeded 300 million, which is already at the leading level of the industry in China. Now, in the post-epidemic period, TencentMeeting inevitably faces the problem of user retention and realization. Now Tencent Conference has made the adjustment to the charging policy, and it should be continuously optimized under the condition of ensuring the operation to ensure the commercialization process.

5.1. The Upgrading of Product Experience

TencentMeeting should focus on product experience improvement. TencentMeeting, through its ecological layout and highly coordinated group products, has formed an efficient and relatively

perfect mobile office platform. There is still some space for optimization in terms of product functions and experience. We should pay attention to the user's experience while ensuring rich functions. At the present stage, we focus on product upgrading and optimization, continuously improving and polishing products through iterative versions, ensuring smooth and reasonable information transmission, ensuring the consistency and fluency of the group's products, and giving full play to the coordination with the group's products to improve user's experience.

5.2. The Strengthening of Ecological Cooperation

TencentMeeting should strengthen ecological cooperation. At the present stage, how to break the restriction of time and space, quickly respond to the needs of users, timely record and transfer market information, and realize management portability has become the bottleneck restricting the rapid development of enterprises [9]. TencentMeeting benefits from the application market combined with external third-party applications, and functional richness has been the leading level of online conference platform in China. While sharing TencentMeeting's traffic, we should also strive for office applications with a certain user base to further enhance brand influence. At the same time, the hardware strategy is maintained in the conference scene, the certification standards are guaranteed, and the terminal equipment collocation is perfected to achieve spatial collaboration and create scenarios.

5.3. The Optimization of Marketing Strategy

TencentMeeting should carry out marketing strategy optimization. In the era of "Internet +," network marketing are the most commonly used marketing means and one of the most effective marketing methods [10].

TencentMeeting, in the process of network marketing, should pay attention to not adhering to the group's products, in the use of the group's product publicity at the same time, in other platforms to promote highlights, expand the scope of user perception. Pay attention to marketing its own ecological layout advantages and product advantages to enhance user cognition. Real external display product power to enhance brand power.

6. Conclusion

In the post-pandemic era, collaborative working has become a trend. As an online meeting tool, TencentMeeting has not only focused on meetings but also as a multi-visual office communication platform to improve the efficiency of enterprise communication. While meeting users' growing high demand for audio and video quality, security, and meeting experience, TencentMeeting ensures that the strategic layout extends to the upstream and downstream of the industrial chain and combines more partners in various fields to deeply cooperate and focus on the overall solution and mixed office meeting scene is the key to win market share and accelerate the commercialization process. In the state of TencentMeeting, ecological construction has taken shape; more should continue to polish products, formulate reasonable marketing strategies, and improve brand reputation and industry influence to achieve long-term development.

There are some limitations in this paper. Due to the influence of objective factors, the object of comparison in this paper is relatively simple. Only two online conference platforms in China are briefly compared, and foreign markets are not included. Due to the huge international market, we can have a more in-depth understanding of the development and status quo of foreign office platforms in the future. In addition, with the recent rapid development of AI, 5G, and other technologies, they have gradually integrated with various Internet industries and brought new experiences to users. The future cloud conference platform has a broad development space. With the maturity of emerging

technologies, the online office conference platform will combine with it and create wonderful sparks, which are also worthy of expectation and research direction in the future.

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