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**ASSIGNMENT
FOR A QUALIFYING MASTER’S THESIS**

assigned to
Wu Yanjing

1. The topic of the thesis: «COMPETITIVENESS OF THE COMPANY: MAIN AREAS OF IMPROVEMENT».

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3. List of questions to be researched:

In chapter 1: determine the content and functions of competitive edge of an enterprise; describe the role of marketing and human capital in increasing competitiveness of business entities.

In chapter 2: introduce the technological and economic characteristics of Tencent

Enterprise, analyze and understand its SWOT, conduct a human capital assessment and analysis of the enterprise.

In chapter 3: provide suggestions and requirements for improving the competitiveness of Tencent enterprise, namely enterprise marketing tools, ways to improve human resource efficiency, and innovative suggestions for enterprise development paths.

4. Plan of qualifying master's thesis

No	Names of thesis chapters
1	THEORETICAL ASPECTS OF ENTERPRISE COMPETITIVENESS CONCEPT
2	ANALYSIS OF COMPETITIVE EDGE OF TENCENT
3	PROPOSALS FOR IMPROVING THE COMPETITIVENESS OF TENCENT

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ABSTRACT

The qualifying master's thesis contains 65 pages, 4 tables, 7 figures, a list of references of 65 titles.

The object of the study is Tencent Enterprise.

The subject of the study is Tencent Enterprise's competitiveness and areas for improvement.

The aim of the qualifying master's thesis lies in providing effective suggestions for improving enterprise competitiveness, analyzing enterprise competitive advantages, and enhancing enterprise competitiveness.

The tasks of the qualifying master's thesis are:

- to reveal the nature of competitiveness of business entities;
- to describe the role of marketing in business;
- to highlight the impact of human resource capital on the competitive advantage of enterprise;
- to analyze competitive edge of Tencent enterprise;
- to provide technical and economic characteristics of Tencent enterprise;
- to present a SWOT-analysis of Tencent enterprise;
- to evaluate HR capital of Tencent enterprise;
- to put forward proposals for improving the competitiveness of enterprise;
- to give recommendations on improving marketing tools of enterprise;
- to show ways to boost HR efficiency of enterprise;
- to develop innovative paths for enterprise development.

Based on the results of the research we have formulated theoretical and practical regulations and put forward specific suggestions to improve Tencent's competitiveness.

The obtained results can be used to provide a methodological foundation for the design of enterprise management as a means of enhancing the competitiveness of enterprises.

Year of the qualification master's thesis completion: 2024

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CONTENTS

INTRODUCTION	7
CHAPTER 1. THEORETICAL ASPECTS OF ENTERPRISE COMPETITIVENESS CONCEPT	9
1.1. The nature of competitiveness of business entities.....	9
1.2. The role of marketing in business.....	20
1.3. Impact of human resource capital on the competitive advantage of an enterprise.....	25
CHAPTER 2. ANALYSIS OF COMPETITIVE EDGE OF TENCENT ENTERPRISE.....	31
2.1. Technical and economic characteristics of Tencent.....	31
2.2. SWOT-analysis of Tencent.....	43
2.3. Evaluation of the HR capital of Tencent.....	46
CHAPTER 3. PROPOSALS FOR IMPROVING COMPETITIVENESS OF TENCENT ENTERPRISE.....	48
3.1. Recommendations on improving marketing tools of Tencent enterprise	48
3.2. Ways to boost HR efficiency of Tencent	50
3.3. Innovative paths for Tencent development	56
CONCLUSIONS	59
REFERENCES	62

INTRODUCTION

Rationale. Corporate competitiveness includes the advantages and capabilities that a company possesses relative to its competitors in the market, including product or service quality, price, brand influence, technological innovation, management efficiency, market channels, customer service, and corporate culture. Strong competitiveness of enterprises means that they can more effectively meet customer needs, gain higher market share and profits, and thus stand out in the competition.

Tencent, as a leading enterprise in China's Internet industry, has been committed to providing diversified Internet products and services since its establishment in 1998. The company has numerous well-known products under its umbrella, such as social platforms like QQ and WeChat, with a huge user base. Tencent has significant advantages in technology research and development, especially in areas such as artificial intelligence, big data, and cloud computing where significant progress has been made. The company focuses on innovation, constantly launching new products and services to meet market demand and maintain a competitive advantage.

Tencent has performed well in capital operations, continuously expanding its business areas and enhancing its competitiveness through investment, mergers and acquisitions, and other means. At the same time, as a leading enterprise in China's Internet industry, Tencent enjoys a high brand awareness and reputation, attracting a large number of users and partners.

Tencent has become a leader in China's Internet industry with its diversified products and services, strong technology research and development capabilities, continuous innovation capabilities, capital operation capabilities and brand influence.

The object of the study is Tencent Enterprise.

The subject of the study is Tencent Enterprise's competitiveness and areas for improvement.

The main purpose of the thesis is to provide effective suggestions for improving the competitiveness of enterprises, analyzing their competitive advantages,

and enhancing their competitiveness.

The tasks of the paper are to:

- reveal the essence of the competitiveness of commercial entities;
- describe the role of marketing in business;
- emphasize the impact of human resource capital on the competitive advantage of enterprises;
- analyze Tencent's competitive advantages;
- provide technical and economic characteristics of Tencent Enterprise;
- conduct SWOT analysis on Tencent Enterprise;
- evaluate Tencent's human resource capital;
- propose suggestions to enhance the competitiveness of enterprises;
- provide suggestions for improving enterprise marketing tools;
- showcase methods to improve the efficiency of human resources in enterprises;
- open up innovative paths for the development of enterprises.

The practical significance of this paper lies in providing Tencent with a series of specific suggestions and strategies to enhance its competitiveness in the fierce market competition. Through in-depth analysis of the essence of corporate competitiveness, the role of marketing in business, the impact of human resource capital on corporate competitive advantage, as well as Tencent's competitive advantages and technological and economic characteristics, it not only helps Tencent enhance its competitiveness, but also has a positive driving effect on the development of the digital economy in China and even globally.

CHAPTER 1

THEORETICAL ASPECTS OF ENTERPRISE COMPETITIVENESS CONCEPT

1.1. The nature of competitiveness of business entities

Before discussing the essence of corporate competitiveness, it is necessary to first introduce what competition is and its functions and types. Competition is a common phenomenon in nature and society, involving interactions between individuals or groups for limited resources. Competition has different manifestations and meanings in different fields, such as economics, biology, sociology, etc. The essence of competition lies in the contradiction between limited resources and diverse demands [1]. For example, in the economy and society, resources (such as raw materials, labor, technology, market share, etc.) are limited, while people's needs are diverse and constantly changing. This contradiction prompts different economic entities (such as enterprises, individuals, regions, or countries) to compete in order to obtain more resources, meet their own needs, or achieve specific goals.

Specifically, the essence of competition is reflected in the following aspects:

1) resource competition: due to the limited availability of resources, various economic entities need to compete to obtain the necessary resources. This competition may manifest in various forms such as price wars, quality wars, brand wars, etc., aimed at attracting and retaining resources with superior conditions.

2) market position competition: in the market, various economic entities hope to occupy a more favorable market position in order to gain more market share and profits. Therefore, they will enhance their competitiveness by continuously innovating, optimizing products and services, and improving production efficiency to stand out in market competition.

3) innovation capability enhancement: competition also promotes the improvement of innovation capability. In order to maintain a competitive advantage, enterprises need to continuously develop new technologies, products, and services to meet the constantly changing market and growing demands of consumers. The

enhancement of this innovation capability not only contributes to the development of the enterprise itself, but also promotes the progress and prosperity of the entire society.

4) efficiency improvement: competition also drives enterprises to continuously improve production efficiency and management level. In order to gain an advantage in competition, enterprises need to continuously reduce costs, improve product quality and service levels to attract more consumers. This efficiency improvement not only helps enterprises achieve better economic benefits, but also contributes to resource conservation and environmental protection of the entire society.

In summary, the essence of competition lies in the contradiction between limited resources and diverse demands. This contradiction drives various economic entities to compete in order to obtain more resources and achieve their own goals, thereby promoting social innovation, progress, and prosperity.

Competition plays a crucial role in a market economy, and its functions and effects can be analyzed in detail from multiple perspectives.

Firstly, competition can stimulate innovation and technological progress. In order to survive and develop in the fierce market competition, enterprises constantly seek innovation and improvement of products and services to meet the needs of consumers [2]. This continuous innovation not only drives the development of technology, but also improves the production efficiency and product quality of enterprises.

Secondly, competition promotes the improvement of social division of labor and specialization level. The competition for interests among enterprises has led to the refinement of division of labor, increased specialization, and the broadening and deepening of social connections [3]. This not only improves overall economic efficiency, but also enhances the macro state of society.

Thirdly, competition helps optimize resource allocation. Under market competition conditions, resource allocation is directly influenced by consumer choices, thereby reducing the risk of goods or services not being needed by society.

In addition, competition can also maximize allocation efficiency and ensure the effective utilization of resources [4].

Fourthly, competition has improved economic efficiency and consumer welfare. Through competition, enterprises continuously improve production efficiency and reduce costs in order to gain a larger market share and higher profits. Meanwhile, competition can also lower prices, promote consumption, and thus drive the emergence of more effective and widespread competition. Ultimately, consumers benefit from reduced costs and improved product quality [5].

Fifth, competition is the driving force behind technological innovation. Competition motivates enterprises to adopt new technologies, improve efficiency, and reduce waste, thereby promoting productivity and economic growth. In addition, competition can motivate workers and managers to improve productivity, increase income and profits.

Finally, competition contributes to fair distribution of income. Through the competitive mechanism of survival of the fittest, the profits of different departments tend to be evenly distributed, forming a powerful driving force that effectively promotes the development of the social economy.

In short, the functions of competition in a market economy include stimulating innovation and technological progress, promoting social division of labor and specialization, optimizing resource allocation, improving economic efficiency and consumer welfare, and promoting fair distribution of income. These functions work together to promote the healthy development and sustained progress of the entire market economy.

The types of competition can be classified from multiple perspectives, and there are multiple ways to divide them based on different fields and backgrounds. I will introduce competition types from the perspectives of market competition, competition in ecology, etc.:

Types of Market Competition:

1) perfect competition market: there are many companies in the market that produce the same product, and each company is a recipient of market prices. The

characteristics of this market type are that there are many producers, the production quantity of each producer is very small, the products are basically indistinguishable, and enterprises can freely enter or exit the market [6].

2) complete monopoly market: in contrast to a perfectly competitive market, in a complete monopoly market, there is only one producer in the entire industry, and there are no similar substitutes for the products. Everything is determined and controlled by the producer. The characteristics of this market type are that there is only one producer, no similar substitutes, the producer is the price setter, and other enterprises are basically unable to enter.

3) monopolistic competition market: this type of market is both monopolistic and competitive, neither completely monopolistic nor completely competitive. Its characteristics are that there are many producers, products have differences, producers are price influencers, and there are no entry restrictions. In this market, every enterprise competes for market share through product differentiation and brand building.

4) oligopoly market: a market where there are only a few companies within the same industry, and each company offers similar or identical products to others. The main manifestation of this market type is the conflict between cooperation and self-interest, and it is difficult for other enterprises to enter. Oligopoly enterprises usually maintain their market position by setting industry standards and engaging in price wars.

Types of competition in ecology:

1) resource utilization competition: competition among species due to a shortage of common resources.

2) interference competition: competition that harms other individuals in the process of seeking resources.

3) symmetric competition and asymmetric competition: the former refers to the same level of competition between both parties, while the latter means that one party has a clear advantage.

Economic competition. Other forms of competition in economics:

1) internal competition and external competition: internal competition involves competition among different departments or products within a company, while external competition involves competition between the company and other companies.

2) decentralized and monopolistic competition: In decentralized competition, the influence of all neighboring species is relatively small, while in monopolistic competition, the opposite is true.

3) malignant competition and benign competition: the former aims to weaken competitors, while the latter pursues relative success.

4) horizontal competition and vertical competition: horizontal competition occurs between the same type of enterprises, while vertical competition occurs between different types of enterprises.

After discussing competition, we can further elaborate on economic competition and its influencing factors.

Economic competition refers to various forms of competitive activities conducted by different economic entities (such as enterprises, countries, etc.) in order to compete for limited market resources [7]. It can be divided into two categories: price competition and nonprice competition. Price competition refers to companies attracting consumers by lowering the price of their products or services in order to increase market share [8]. The essence of price competition lies in using price leverage to influence consumers' purchasing decisions. Its subclasses include:

1) price war: the behavior of enterprises competing for the market by continuously lowering prices.

2) price breakthrough: enterprises reduce costs through innovation, enabling them to offer lower prices than their competitors and attract consumers.

3) discounts and promotions: temporary price reductions, such as seasonal promotions, clearance sales, etc.

4) nonprice competition refers to the competition among enterprises through means other than price, which can enhance the value of products or services rather than just lowering prices. The essence of nonprice competition lies in winning the

market through differentiation and innovation. Nonprice competition includes but is not limited to:

- 5) product quality: improve the durability, performance, etc. of the product.
- 6) brand building: establishing brand image through advertising, public relations, and other means.
- 7) customer service: provide high-quality pre-sales and after-sales services.
- 8) technological innovation: developing new products or improving existing ones.
- 9) marketing strategy: attract consumers through effective marketing methods.

The influencing factors of economic competition are complex and diverse, mainly including the following aspects:

1) market demand: changes in market demand directly affect the intensity of competition. With the increase of market demand, competition will also become more intense; on the contrary, when market demand decreases, competition may relatively ease [9].

2) supply situation: the number, scale, and strength of suppliers in the market will affect the competitive situation. The more suppliers and stronger the strength, the more intense the competition tends to be.

3) the existence of substitutes: if there are effective substitutes in the market, consumers' choices will expand, thereby increasing the competitive pressure on enterprises.

4) entry barriers: the difficulty of new companies entering the market can also affect competition. Entering industries with high barriers (such as high initial investment, technological barriers, etc.) may result in relatively weak competition; On the contrary, industries with lower barriers to entry have more intense competition.

5) government policies: the government's policy orientation, regulatory restrictions, and regulatory efforts will all have an impact on market competition. Tax policies, anti-monopoly laws, environmental policies, etc. can all affect a company's competitive strategy and behavior.

6) technological development: the development of new technologies will change the pattern and rules of industry competition. Innovative enterprises gain competitive advantage through technological leadership; Traditional enterprises may face competitive pressure due to technological backwardness.

7) customer bargaining power: the bargaining power of customer groups can also affect the competitive situation in the market. If the customer base is strong and concentrated, they can influence market prices and the profit margin of the enterprise through bargaining.

8) supplier bargaining power: the bargaining power of suppliers can also affect the cost structure and profit margin of enterprises. If suppliers are concentrated and have strong bargaining power, companies may face higher cost pressures.

Methods for Analyzing Competitor Activities

In economic competition, competitors are the objects we should pay the most attention to, and analyzing their economic activities is very important. Here are some methods for analyzing competitors' economic activities:

– SWOT analysis

SWOT analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities, and threats of a business (or project, individual, etc.). This analytical method helps organizations identify key factors in their internal and external environment, enabling them to make more informed strategic decisions. The following is an explanation of SWOT analysis:

1) Advantages

Definition: Advantage refers to the positive factors within an organization that help it achieve its goals or surpass its competitors.

Analysis points:

Core competitiveness: such as technological leadership, brand influence, efficient production processes, etc.

Resources and capabilities: including financial resources, human resources, patents, unique geographical location, etc.

Customer relationship: loyal customer base, good reputation, etc.

Innovation capability: research and development ability, speed of launching new products, etc.

2) Disadvantage

Definition: Disadvantage refers to the negative factors within an organization that hinder its achievement of goals or put it at a disadvantage in competition with its competitors.

Lack of resources: i.e. funding shortage, outdated technology, talent loss, etc.

Management issues: inefficient decision-making process, unreasonable organizational structure, poor communication, etc.

Market positioning: unclear product or service positioning, small market share.

Brand image: Negative brand image, low brand awareness.

3) Opportunity

Definition: Opportunity refers to positive factors in the external environment that are conducive to an organization achieving its goals, usually caused by market trends, technological advancements, policy changes, etc.

Market demand: emerging market demand, changes in consumer preferences.

Technological progress: opportunities that may arise from the application of new technologies, materials, and processes.

Policy environment: government support policies, tax incentives, international trade agreements, etc.

Partners: Potential partnerships, alliance opportunities, etc.

4) Threat

Definition: Threat refers to negative factors in the external environment that may have adverse effects on an organization's ability to achieve its goals.

Analysis points:

Market competition: threats from new entrants, threats from substitutes, strengthening of existing competitors, etc.

Economic environment: economic recession, inflation, exchange rate fluctuations, etc.

Policy changes: unfavorable policy adjustments, trade barriers, etc.

Technological change: Rapid technological updates may lead to the rapid obsolescence of existing technologies or products.

Social factors: rapid changes in consumer preferences, increasing environmental requirements, etc.

After completing the SWOT analysis, the organization can further conduct strategic matching, that is, develop appropriate strategies based on the analysis results. For example, using strengths to seize opportunities (SO strategy), using opportunities to overcome weaknesses (WO strategy), using strengths to avoid threats (ST strategy), and reducing weaknesses and avoiding threats (WT strategy). This analysis helps organizations clarify their positioning and development direction, and develop strategic plans that are more in line with the actual situation [10].

- GAP analysis

Essence: GAP analysis primarily focuses on the gap between a company's actual performance and expected goals or industry best practices. In competitor analysis, GAP analysis can help companies identify the gaps between themselves and their competitors in terms of product quality, service level, market share, customer satisfaction, etc., in order to determine the direction and focus of improvement. Although the specific steps of GAP analysis may vary depending on the industry and enterprise, its core lies in identifying gaps through comparison and seeking strategies to narrow these gaps.

- LOTS analysis

LOTS analysis is a framework used to evaluate the competitiveness of competitors or one's own enterprise, focusing on four key aspects: technology, organizational structure, timing, and strategy. Each letter represents a dimension:

Level of Technology:

- assess the current technological maturity of the enterprise and its position compared to industry standards or competitors.
- including considerations of research and development capabilities, technological innovation, and efficiency of technological applications.

Organization:

- analyze how the internal structure, management style, cultural atmosphere, and other factors of a company affect its operational efficiency and ability to respond to market changes.

- it involves factors such as human resource allocation, decision-making process, communication channels, etc.

Timing:

- assess whether the timing of a company's market entry, new product launch, or other important business activities is appropriate.

- the right timing can maximize competitive advantage, while the wrong timing may lead to missing opportunities or encountering unfavorable conditions.

Strategy:

- examine the long-term goals, short-term plans, and implementation methods of the enterprise.

- strategic planning including market positioning, competitive strategy, product differentiation, cost control, and other aspects.

- PIMS analysis:

Essence: PIMS analysis (Profit Impact of Market Strategies) is a strategic evaluation and analysis tool primarily used to study the impact of market strategies on profits. It helps companies understand which strategic factors can explain differences in business performance and provide guidance for developing improvement strategies by analyzing the relationship between different strategic factors (such as market share, product quality, price, advertising investment, etc.) and operational performance (such as investment return rate, cash flow, etc.). Although PIMS analysis does not directly analyze competitor activities, the data and insights it provides help businesses consider the overall impact of market strategy when formulating competitive strategies.

- McKinsey 7S Model, abbreviated as 7S Model, is an enterprise organizational analysis and management tool designed by McKinsey&Company's research center. This model ensures the coordination and consistency of its various

parts by analyzing and optimizing the seven core elements of the enterprise, thereby improving the overall performance and adaptability of the enterprise.

The McKinsey 7S model consists of seven interrelated elements, including strategy, structure, system, style, employees, skills, and shared values. These factors collectively determine the performance and outcomes of a company, emphasizing the need for comprehensive consideration of all aspects during the development process.

1) Strategy

Strategy is the overall plan for a company's long-term goals and development direction, which determines its business scope, market positioning, and competitive advantage. Strategy should be aligned with the core values and vision of the enterprise, providing guidance for its long-term development.

2) Structure

Structure refers to the organizational structure, functional allocation, and power relationships within an enterprise. The structure should be able to support the strategic implementation of the enterprise and have efficient decision-making hierarchy and task division. Enterprises may need to adjust their organizational structure to adapt to changes at different stages of development and strategic needs.

3) System

System is the sum of a series of regulations and constraints made on the microstructure and related systems of enterprises. It includes process management system, employment promotion mechanism, performance evaluation mechanism, information security management, etc., to ensure the standardized and institutionalized operation of the enterprise.

4) Style

Style is the external manifestation of core values, namely the management and leadership styles of a company. It affects the decision-making style of enterprises, employee behavior, and the shaping of corporate culture. Different management styles may be applicable to different business environments and strategic needs.

5) Employees

Employees are one of the most important resources of a company, and their qualities, abilities, and attitudes directly affect the company's performance. Enterprises need to ensure that employees possess the skills and knowledge necessary to achieve strategic goals, and continuously improve their abilities through training and development plans.

6) Skills

Skills refer to the abilities possessed by an organization as a whole, including technological research and development capabilities, sales channel resources, supplier networks, marketing capabilities, etc. Enterprises need to pay attention to and continuously improve their skill levels to cope with market changes and competitive pressures.

7) Common values

Common values are the core beliefs and principles of a company, which influence its decision-making, behavior, and culture. Common values have guiding, constraining, cohesive, motivating, and radiating effects, which can stimulate the enthusiasm of all employees and unify the will and desires of enterprise members. Enterprises need to ensure that all employees understand and identify with common values, and integrate them into their daily work.

The above five methods are only a part of the methods for analyzing competitors. By flexibly applying them, a comprehensive and detailed analysis of competitors' economic activities can be conducted.

1.2. The role of marketing in business

Marketing is a multidimensional and cross disciplinary concept that is not just about selling products or services, but a broader process that involves identifying and meeting the needs and desires of target customers. From a historical perspective, the concept of marketing has undergone multiple evolutions and redefinitions.

The basic concept of marketing can be traced back to the mid-20th century, when it was primarily seen as a tactical tool used to drive product sales. However,

over time, the definition and practice of marketing have undergone significant changes. In the literature of 1986, it was mentioned that marketing concepts were misunderstood and misused, but it is not outdated and not the optimal management method [11]. This indicates that the concept of marketing is constantly evolving and requires constant reinterpretation and application.

After entering the 21st century, the definition of marketing focuses more on creating customer relationships and long-term value. For example, literature from 2000 pointed out that although the basic principles of marketing apply to different products and markets, there are significant differences in the purchasing behavior models between consumers and commercial buyers, as well as the extended components of service marketing mix [12]. This emphasizes that marketing strategies need to be adjusted according to different markets and product types.

In addition, marketing is also seen as a "teaching" behavior, that is, influencing consumers' decision-making processes through education and information transmission [13]. This viewpoint reflects that marketing is not only about sales, but also about how to establish and maintain relationships with consumers through effective communication and education.

In a more modern perspective, marketing is seen as a comprehensive organizational function, rather than just the responsibility of the marketing department [14]. This means that marketing activities should run through all levels and activities of the enterprise to ensure that the entire organization can effectively interact with the target market.

In summary, marketing is a complex and constantly evolving field that involves the entire process from identifying market demand to creating and delivering value to customers. Marketing is not just about selling products or services, but also a strategic, customer-centric activity aimed at establishing and maintaining long-term customer relationships, and meeting constantly changing market demands through continuous innovation and improvement. Next, we can gain a deeper understanding of marketing from the perspectives of dictionaries, economists, and businessmen.

From a dictionary perspective, marketing can generally be understood as the

abbreviation for "business and sales". But this explanation is relatively simple and fails to fully cover the complexity and diversity of marketing. In a more professional context, marketing typically refers to the process by which a company identifies, creates, and meets customer needs through a series of activities, strategies, and methods to achieve its business goals. Marketing is defined as an activity or process aimed at meeting the needs of individuals or organizations through the exchange of goods. This definition emphasizes that the core of marketing lies in the process of meeting demand, including the entire process of product pre-production, sales, and after-sales. In addition, marketing also involves a series of related terms and concepts, such as market research, consumer behavior, product positioning, pricing, distribution, advertising, promotion, etc.

Economists' understanding of marketing focuses more on its role as an economic science and its socio-economic attributes. Marketing is regarded as the science that studies the sales problem in the capital cycle, that is, the problem of converting the value of goods into the value of currency [15]. This definition emphasizes the role of marketing in the production and exchange of goods, and how it supports the continuity of capital circulation.

The perspective of businessmen places greater emphasis on the application of marketing in practical business practices. For example, the Kotler team proposed a new understanding of marketing in their new book, emphasizing that marketing is not just about selling products, but about thinking about customer needs and satisfaction [16]. This viewpoint reflects the transformation of marketing from traditional transaction oriented to value creation oriented.

Furthermore, from the perspective of a businessman, marketing is a strategic activity aimed at achieving long-term success and maximizing profits for a business by satisfying the needs and desires of consumers. This understanding not only covers traditional sales and promotion activities, but also includes multiple aspects such as market research, product development, pricing strategies, selection of distribution channels, and communication with consumers. Firstly, the core of marketing lies in understanding and predicting consumers' needs and desires. This requires companies

to continuously conduct market research to obtain the latest information on consumer behavior, preferences, and needs. Through this approach, companies can develop products and services that meet market demand, thereby attracting and maintaining consumer interest [17].

Secondly, marketing also involves pricing strategies for products. Reasonable prices not only ensure the profit margin of enterprises, but also influence consumers' purchasing decisions. Therefore, when formulating pricing strategies, enterprises need to consider costs, competitors' pricing, and the target market's willingness to pay [18].

Furthermore, the selection of distribution channels is also an important component of marketing. Effective distribution channels can help businesses smoothly deliver products and services to consumers, increasing market coverage and accessibility of products.

Communication with consumers is an indispensable part of marketing. Establishing connections with consumers through various channels such as advertising, public relations activities, and social media can not only enhance brand image, but also collect consumer feedback to further optimize products and services. [19].

Finally, with the changing market environment, marketing concepts are also constantly evolving. From the initial production orientation to the current consumer orientation, enterprises are increasingly emphasizing market analysis and product development from the perspective of consumers. This consumer centered marketing concept helps businesses better adapt to market changes and meet the diverse needs of consumers.

The functions and types of marketing are multifaceted, covering various aspects from discovering customer needs to building customer relationships for businesses. We can conduct a detailed analysis of the functions and types of marketing as follows.

a) discovering customer needs: a fundamental function of marketing is to discover customer needs and desires through market research and consumer analysis

[20]. This includes understanding consumer behavior, preferences, and their needs for products or services.

b) creating market value: through effective implementation and optimal combination of product strategy, pricing strategy, channel strategy, and promotion strategy, marketing helps enterprises create market value. This involves how to meet consumer needs through innovative products and services, and attract consumers through reasonable pricing strategies [21].

c) realizing market exchange: marketing promotes the exchange or replacement of materials, services, and information between enterprises and consumers through supply, sales, and service processes. This includes ensuring that products or services can effectively reach the target market and achieve transactions through effective sales promotion strategies.

d) building customer relationships: marketing also involves building and maintaining customer relationships for businesses, including increasing brand awareness and image through advertising, public relations activities, and other means.

Types of Marketing:

- traditional marketing: traditional marketing methods mainly rely on advertising, sales promotion, and distribution channels to promote products and services. This approach emphasizes attracting consumers' attention through large-scale marketing campaigns.

- relationship marketing: with the changing market environment, relationship marketing has gradually become mainstream [22]. It emphasizes building long-term relationships with customers and meeting their personalized needs through providing high-quality customer service and personalized marketing strategies.

- network marketing: with the development of Internet technology, network marketing has become an important marketing method. It utilizes online tools such as email, social media, and search engine optimization to promote products and services.

- one on one marketing: this is a highly personalized marketing approach that provides customized products and services by collecting and analyzing

consumers' personal information [23].

- reverse marketing: reverse marketing is an emerging marketing approach that emphasizes designing products and services in reverse based on consumer needs [24].

In summary, the functions of marketing include discovering customer needs, creating market value, achieving market exchange, and building customer relationships. The types of marketing include traditional marketing, relationship marketing, online marketing, one-on-one marketing, and reverse marketing. These functions and types together constitute the complex system of marketing, aimed at helping enterprises better understand and meet market demands, thereby achieving long-term development and success of the enterprise.

1.3. Impact of human resource capital on the competitive advantage of enterprise

Human capital is an economic concept that refers to the sum of knowledge, skills, experience, and health qualities embodied in workers, which can bring surplus value or benefits to labor in economic activities. Specifically, human capital mainly includes the following aspects:

- 1) the quantity and quality of laborers: human capital is first composed of the quantity and quality of laborers with labor ability. The number of workers refers to the total number of people in a country or region who can participate in labor, and the quality of workers includes their knowledge level, skill level, health status, and work experience [25].

- 2) investment formation: the formation of human capital requires various investment methods, including education investment, health investment, skills training investment, etc. These investments aim to enhance the quality and abilities of workers, thereby increasing their productivity and value.

- 3) intangible assets: human capital is an intangible asset that does not have a physical form like material capital, but is closely connected to the worker themselves

and does not transfer with the sale of products. Therefore, the ownership of human capital usually belongs to the worker themselves and has the characteristic of being non transferable or inheritable.

4) value added potential: human capital has enormous potential for value added. In the industrial era and the early stages of the knowledge economy, human capital has greater potential for appreciation and potential than hard capital such as money and materials. By continuously improving the quality and ability of workers, the production efficiency and competitiveness of enterprises can be significantly enhanced, thereby bringing greater economic benefits. [Economic Guide: Human capital is the final asset of a company's competitive advantage [05-10-11]]

5) timeliness: the value of human capital has a certain degree of timeliness. With the continuous advancement of technology and changes in the market, the knowledge and skills of workers also need to be constantly updated and improved to maintain their competitiveness and value.

6) accumulation: the formation of human capital is a long-term accumulation process. Through continuous education, training, and practical experience accumulation, the knowledge and skill level of workers will continue to improve, thereby enhancing the value of their human capital.

Human capital is one of the important resources for the economic development of a country or region. It plays a crucial role in improving production efficiency, promoting economic growth, and enhancing corporate competitiveness. Therefore, governments and businesses around the world attach great importance to investing in and developing human capital.

The impact of human capital on a company's competitive advantage can be analyzed in detail from multiple aspects:

Human capital plays a crucial role in driving innovation and technological progress in enterprises. Employees who have received good training are more likely to promote company innovation, and even companies that provide basic training to their employees are significantly more likely to launch new products and implement new process flows. In addition, inventors contribute six to eight times more to

innovation performance than companies, indicating the importance of human capital in innovation strategies [26].

Strategic human capital leverages the value of human capital and maintains the competitive advantage of the enterprise through human resource practices with organizational and coordination capabilities. Effective human resource management can ensure that internal personnel have the necessary abilities and qualities, thereby improving overall organizational efficiency and coordination. This management not only includes recruiting and selecting outstanding talents, but also includes performance management and employee development plans [27].

Core competitiveness is one of the key factors for enterprises to gain and maintain a competitive advantage in the market [28]. Human resources, as the core asset of enterprises, can enhance their core competitiveness through continuous appreciation and optimized allocation. For example, through effective human resource strategies, companies can attract and retain outstanding talents, thereby forming competitive advantages that are difficult to imitate.

Human capital can promote effective strategies for enterprises to respond to environmental changes, and human resources are the foundation for ensuring the effective implementation of strategies. In the rapidly changing market environment, enterprises need to flexibly adjust their strategies to cope with new challenges and opportunities, and enterprises with high human capital are more likely to achieve this strategic flexibility and adaptability.

The impact of human capital on enterprises is not limited to the production process, but also deeply affects the institutional arrangements and management practices of enterprises. Through effective incentive measures and human resource management, companies can better evaluate employee performance and stimulate their work enthusiasm and creativity. In addition, human capital, as an institutional element of enterprises, helps to improve the management system and enhance the overall management level of the enterprise.

Human capital has a profound impact on the competitive advantage of enterprises by promoting innovation and technological progress, enhancing

organizational coordination and management capabilities, building core competitiveness, strengthening the ability to adapt to environmental changes, and optimizing institutional arrangements and management practices.

Analysis of the subdivision of human capital on the competitive advantage of enterprises:

Improving productivity and efficiency: Human capital directly enhances the productivity and efficiency of enterprises by improving employees' knowledge, skills, and abilities. High skilled employees are able to complete tasks faster and more accurately, reducing errors and waste, thereby lowering production costs and improving overall performance.

Promoting technological innovation: Innovation is the key to the sustainable development of enterprises. High quality talents in human capital often possess innovative thinking and practical abilities, which can drive enterprises to continuously innovate in technology, products, services, and other aspects, forming unique competitive advantages [29].

Enhancing brand influence: Excellent employees are a direct reflection of a company's brand image. They have won the trust and praise of customers through outstanding work performance, professional service attitude, and noble professional ethics, thereby enhancing the brand image and market position of the enterprise.

Optimizing organizational structure: The management and allocation of human capital can help optimize the organizational structure of a company. Through reasonable talent allocation and incentive mechanisms, enterprises can build more efficient and flexible organizational structures, improve decision-making efficiency and market response speed.

Enhancing employee satisfaction and loyalty: Human capital management not only focuses on improving employees' abilities, but also pays attention to their emotional needs and career development. By providing a good working environment, a comprehensive training system, and career development opportunities, companies can enhance employee satisfaction and loyalty, reduce staff turnover, and maintain team stability and cohesion.

Promoting the construction of corporate culture: Corporate culture is the embodiment of a company's core values. The management of human capital helps to shape a positive corporate culture atmosphere, stimulate employees' sense of belonging and mission, and form a common corporate vision and goals [30].

Coping with market changes: In a rapidly changing market environment, enterprises need to have the ability to adapt flexibly. High quality talents in human capital possess keen market insight and judgment, and can adjust enterprise strategies and business models in a timely manner to meet the needs of market changes. At the same time, they can also promote the transformation, upgrading, and sustainable development of enterprises through innovative practices.

The summary of human capital on the competitive advantage of enterprises is as follows:

The accumulation of knowledge and skills: The knowledge, skills, and abilities possessed by high-quality employees hired by enterprises are the foundation of their core competitiveness. The continuous accumulation and improvement of these human capital can drive enterprises to gain more opportunities and advantages in the market.

Technological innovation and research and development capabilities: Human capital plays a crucial role in technological innovation. The innovation ability and research and development strength of employees can promote the continuous launch of new products and technologies, enhance the market competitiveness and technological barriers of enterprises.

Teamwork and operational efficiency: A high-quality team of employees can enhance a company's teamwork ability, optimize management processes, and improve operational efficiency. This efficient team operation method helps companies quickly respond to market changes and seize business opportunities [31].

Corporate culture and brand image: Human capital also plays an important role in shaping corporate culture and brand image. An excellent team of employees can convey the core values of the enterprise, create a positive working atmosphere, and thereby enhance the brand image and market recognition of the enterprise.

Risk response and sustainable development: When facing challenges such as

market changes and technological upgrades, human capital can provide enterprises with strong risk response capabilities. By cultivating employees' adaptability and flexibility, companies can quickly adjust their strategies and business models to achieve sustainable development [32].

Attracting and retaining talent: Having high-quality human capital can also attract more outstanding talents to join the company, further enhancing the overall competitiveness of the enterprise. Meanwhile, a reasonable incentive mechanism and career development path planning can retain existing outstanding talents and ensure the sustained development momentum of the enterprise.

CHAPTER 2

ANALYSIS OF COMPETITIVE EDGE OF ENTERPRISE

2.1 Technical and economic characteristics of Tencent

Tencent is a world leading Internet technology company, founded in 1998, headquartered in Shenzhen, China. As one of the largest comprehensive Internet service providers in China, Tencent has significant business layout and technical advantages in social networking, entertainment, finance, cloud computing and other fields [33].

In terms of organizational structure, Tencent implements group management, with multiple business units and subsidiaries under its umbrella, each responsible for different product lines and services. Tencent's organizational structure has undergone multiple adjustments to adapt to the rapidly changing market and technological environment [34]. At present, Tencent is mainly divided into the following business groups:

1. Interactive Entertainment Group (IEG): Responsible for gaming business, including self-developed and agency games, as well as the operation of gaming platforms [35].
2. Social Network Business Group (SNG): Responsible for the operation and management of social platforms such as QQ and WeChat.
3. Network Media Business Group (OMG): Responsible for the production and distribution of news, videos, music, and other content.
4. Technical Engineering Group (TEG): Provides technical infrastructure and platform services to support the technical needs of the company's various business lines.
5. Corporate Development Group (CDG): Responsible for strategic investment, mergers and acquisitions, advertising, and other businesses.
6. Tencent Cloud: Provides cloud computing services to support the data storage, computing, and analysis needs of both enterprise and individual users.

Resilient Business Model with Diversified Revenue Streams

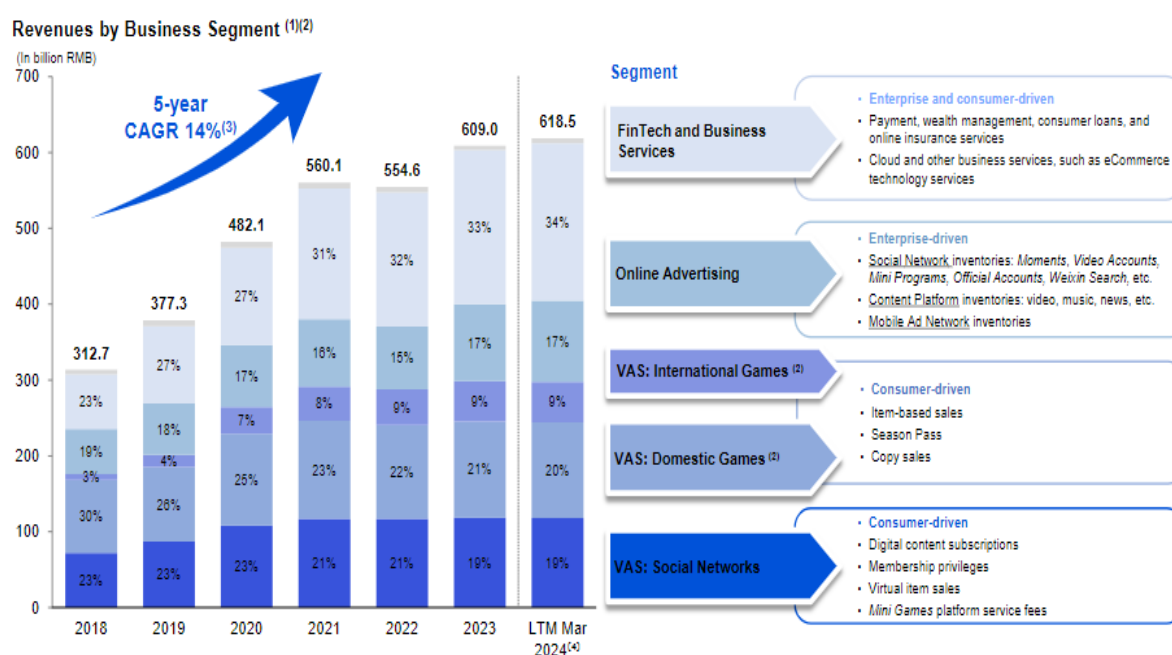


Fig.2.1. Resilient business model with diversified revenue streams

Source: [35]

In terms of technical characteristics, Tencent has a strong R&D capability in the field of Internet technology. The company focuses on technological innovation and continuously promotes the development of cutting-edge technologies such as artificial intelligence, big data, and cloud computing. Tencent's AI Lab is dedicated to the research of artificial intelligence technology, including speech recognition, image recognition, natural language processing, and more. At the same time, Tencent is also in a leading position in technology such as game engines, instant messaging, and social networks [36].

In terms of economic characteristics, Tencent's revenue mainly comes from the following aspects:

1. Gaming Business: Tencent is the largest gaming company in China, with gaming revenue accounting for a significant portion of the company's total revenue. The company has gained substantial profits through self-developed and agency games, as well as the operation of game platforms [37].

2. Social advertising: Tencent's social platforms such as WeChat and QQ have a huge user base, bringing in a significant amount of advertising revenue for it.

3. Fintech: Tencent's fintech businesses, including WeChat Pay, Tencent Wealth Management, etc., have contributed considerable revenue to the company.

4. Cloud Services: Tencent Cloud provides cloud services for various industries, including cloud servers, cloud databases, big data analysis, etc. With the rapid growth of the cloud computing market, cloud service business has gradually become an important source of revenue for Tencent.

Tencent has built a diversified revenue structure and maintained strong profitability through continuous technological innovation and business expansion. At the same time, Tencent is also actively laying out overseas markets to export China's Internet model and technology to the world through investment and cooperation [38].

In general, Tencent is a technology driven and diversified Internet technology giant. The company has strong organizational capacity, leading technical strength and robust economic characteristics, and is an important player in the Internet industry in China and even the world.



Fig. 2.2. Tencent's milestones

Source: [38]

Tencent's Financial Reports in Recent Years

1) Revenue and profit growth: in 2023, Tencent achieved strong revenue and

profit growth. In the second quarter of fiscal year 2023, revenue increased by 30% year-on-year, non IFRS gross profit increased by 25% year-on-year, and non IFRS operating profit increased by 33% year-on-year [39]. In the first quarter of 2024, Tencent's revenue reached 159.5 billion yuan, a year-on-year increase of 6%, and adjusted net profit reached 50.27 billion yuan, a year-on-year increase of 54%.

2) Cash flow and capital expenditures: from 2018 to the first quarter of 2023, operating cash flow showed a downward trend, dropping from 19.41 billion in 2018 to 14.61 billion in 2022, and reaching 11 billion in the first three months of 2023. In June 2023, the adjusted EBITDA was 21.29 billion, the free cash flow was 18.9 billion, and the gross profit margin was 38% [40].

3) Asset liability situation: in 2023, Tencent's cash and cash equivalents were 21.6243 billion yuan, total receivables were 12.0919 billion yuan, inventory was 236.3 million yuan, and total current assets were 64.2746 billion yuan. As of June 30, 2024, Tencent's cash and cash equivalents amounted to 1814 billion yuan, with an asset liability ratio of 47% [41].

4) Business performance: in 2023, Tencent Games' international market revenue increased by 14% year-on-year, reaching 53.2 billion yuan, accounting for 30% of the total revenue. The financial technology and enterprise services business will achieve a revenue of 203.8 billion yuan in 2023, a year-on-year increase of 15.1%, accounting for 33.4% of the total revenue.

Future prospects: it is expected that by 2025, Tencent's cash and cash equivalents will increase to 26.9225 billion, total accounts receivable will increase to 16.5517 billion, inventory will increase to 275.7 million, and total current assets will increase to 79.563 billion [42].

In summary, Tencent has maintained stable revenue and profit growth over the past three years, despite a decline in operating cash flow, its balance sheet remains robust. In the coming years, Tencent is expected to continue increasing its cash reserves and maintain growth momentum in areas such as fintech and enterprise services.

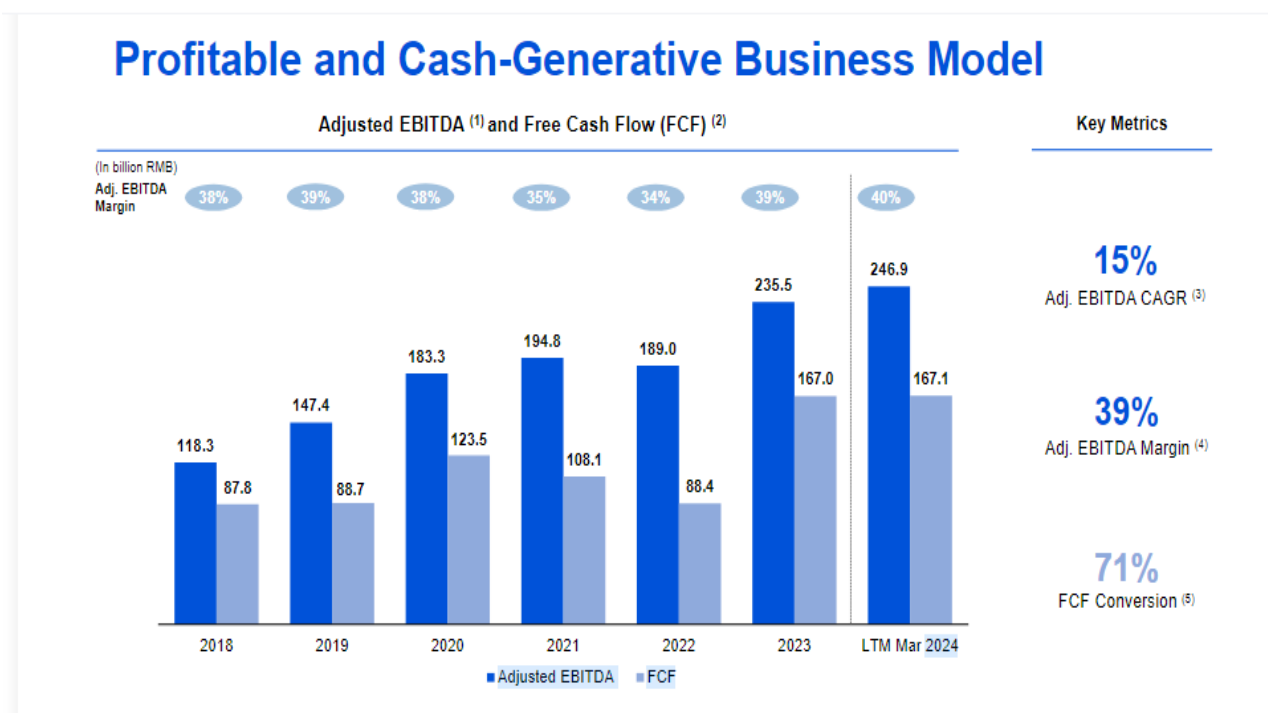


Fig. 2.3. Profitable and cash-generative business model

Source: [42]

In Tencent's capital structure in 2021, the total assets reached approximately RMB 1.8 trillion, of which current assets accounted for about 60% and long-term investments accounted for about 15%. In terms of credit indicators, Tencent's asset liability ratio is about 50%, current ratio is 1.5, and quick ratio is 1.2. [43]. These data show that Tencent has good capital management and a stable credit situation.

Prudent Capital Management and Robust Credit Metrics

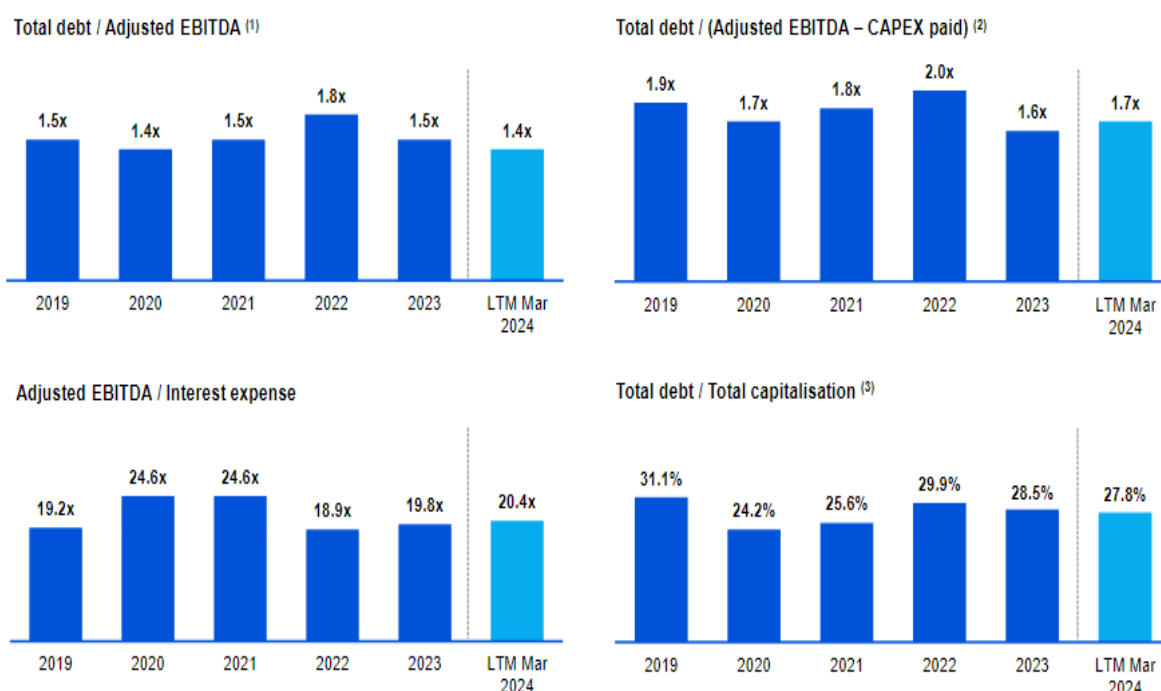


Fig. 2.4. Prudent capital management and robust credit metrics.

Source: [43]

Tencent's tax performance in 2023 is as follows: Tencent's total tax payment in 2023 is 40.6 billion yuan, ranking third on the resident enterprise tax payment list and first among private technology enterprises in terms of tax payment. This data indicates that Tencent has a significant position in terms of tax contribution [43]. Although Tencent's net profit and total operating revenue have decreased compared to the previous year, its total tax revenue has maintained growth, increasing by 4% year-on-year. This indicates that Tencent can still maintain a high tax contribution in the face of fluctuations in revenue and profits.

In 2023, Tencent's pre tax profit was RMB 1800.22 billion and tax expenses were RMB 19.897 billion. This further demonstrates Tencent's stable performance in taxation [45].

Tencent's tax performance in 2023 is outstanding, despite facing some financial pressure, it still maintains a high tax contribution, demonstrating its positive performance in corporate social responsibility.

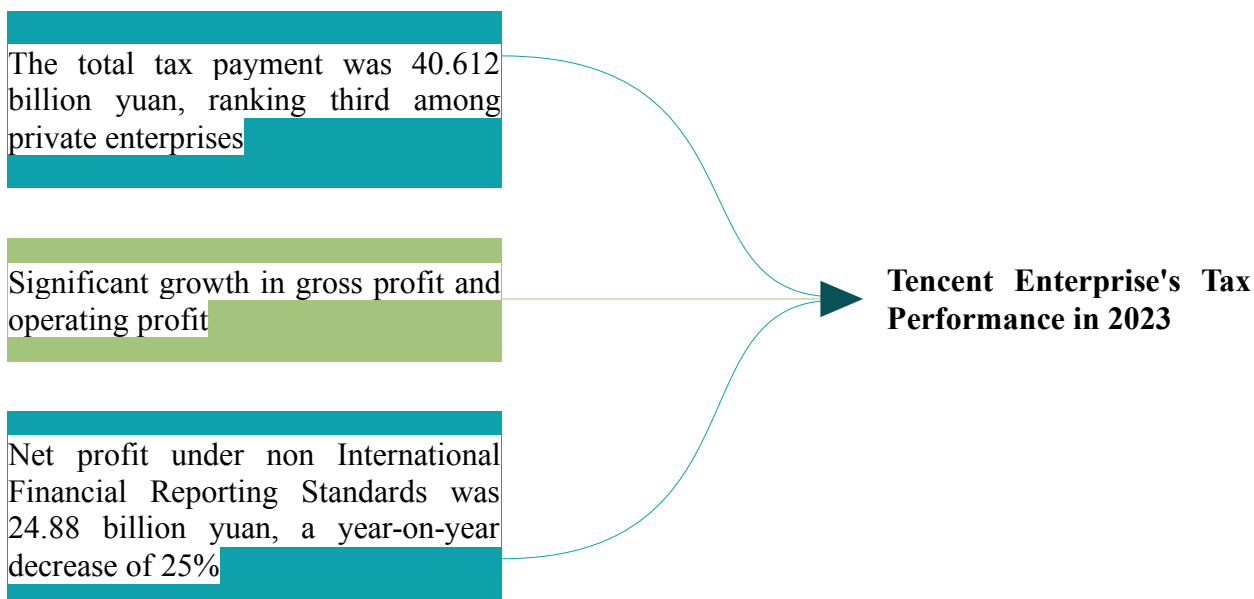


Fig. 2.5. Tencent Enterprise's Tax Performance in 2023

Source: [45]

The shareholder return rate of Tencent is an important financial indicator that reflects the company's return to shareholders. We can analyze Tencent's shareholder return rate in detail [46].

Historical performance of shareholder return rate: Q3 2022: Tencent's shareholder capital return rate for Q3 2022 was 5.4%. This indicates that the company provided high returns to shareholders in the quarter through cash dividends, share repurchases, and physical distributions. In 2023, Tencent reported a cumulative return of HKD 181.6 billion to shareholders, equivalent to HKD 19 per share. This indicates that the company has provided significant returns to shareholders in 2023 [47]. In 2024, Tencent's shareholder return rate is expected to be around 5%. This indicates that the company will continue to maintain a high level of shareholder returns in 2024.

The specific composition of shareholder returns:

- cash dividend: Tencent's cash dividend for the third quarter of 2022 was HKD 15.3 billion. This indicates that the company directly pays returns to shareholders through cash dividends.

- share repurchase: Tencent's cumulative repurchase in the third quarter of 2022 was HKD 24.8 billion. Share repurchase is a way for companies to increase earnings per share and stock price by reducing the number of outstanding shares.

- physical distribution: Tencent distributed JD shares and Meituan shares to shareholders through physical distribution in the third quarter of 2022. This distribution method not only provides cash returns, but also increases the shareholding ratio of shareholders [48].

Factors influencing shareholder return rate:

a) company profit growth: Tencent's expected future revenue is 10%, and the expected net profit growth is 15%. These growth expectations will directly affect the company's shareholder return rate.

b) dividend policy: Tencent's continuous increase in cash dividend ratios and record breaking dividend amounts in the past two years indicate that the company values shareholder returns [49].

c) repurchase plan: assuming Tencent maintains a daily repurchase of 1 billion yuan within the year, after deducting the repurchase quiet period and public holidays, Tencent's annual repurchase can reach 140 billion yuan, plus 33 billion yuan in dividends, resulting in an overall shareholder return rate of 5%.

To sum up, Tencent's shareholder return rate has maintained a high level in the past few years, mainly achieved through cash dividends, share repurchases, and physical distributions. The company's expectations for future profit growth and continued dividend policy will further enhance shareholder returns. Overall, Tencent's shareholder return rate is at an attractive level in the market, demonstrating the company's emphasis on shareholder interests and good financial performance.

High Shareholder Return Supported by Financial Strength

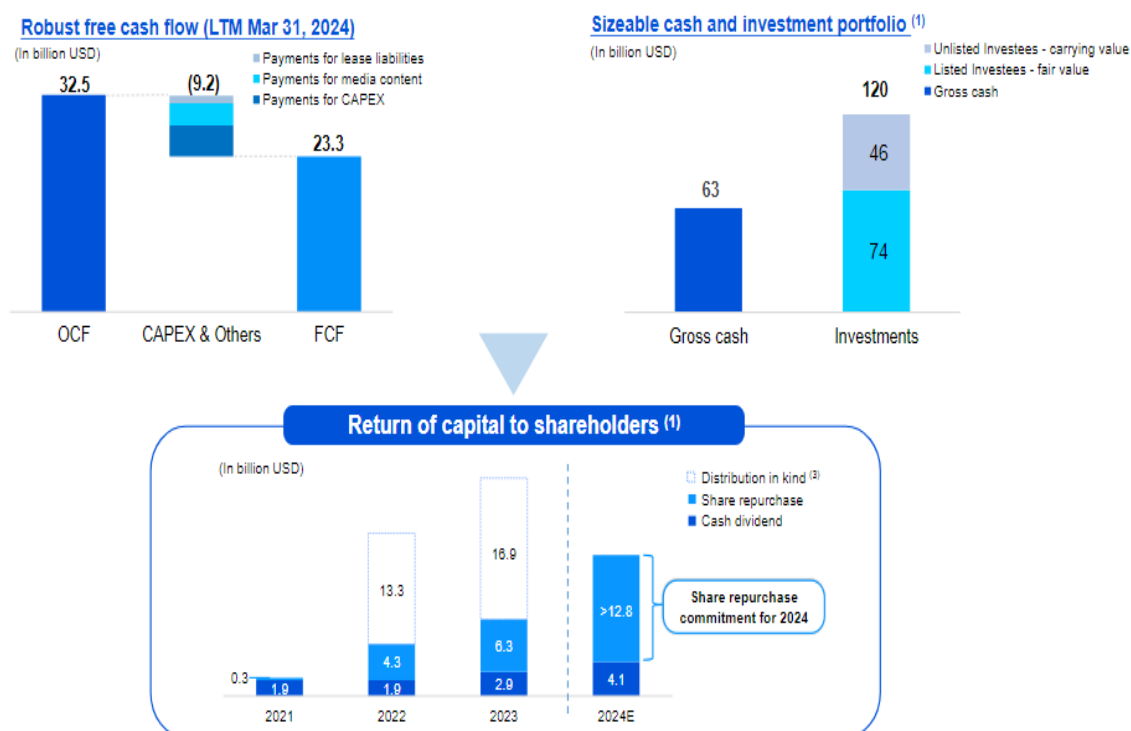


Fig. 2.6. High Shareholder return

Source: [49]

Tencent's various statistical data and business performance in 2023 are as follows:

- revenue and Profit: Tencent's total revenue for the fiscal year ending on December 31, 2023 was RMB 60.9 billion, a year-on-year increase of 10% [50]. Non IFRS profits attributable to shareholders increased by 36% year-on-year, reaching RMB 15.8 billion.
- User data: the monthly active users of WeChat and WeChat reached 134 million, a year-on-year increase of 2%. The usage time of video accounts has doubled in 2023, reflecting improvements in recommendation algorithms [51].
- game business: the significant contribution to gaming revenue has led Tencent to launch its proprietary foundational model, Tencent Hunyuan, which has become one of the leading large-scale language models. Tencent's gaming market share exceeds 50%, and the MAU of "King of Glory" continues to grow.
- financial technology and payment: WeChat Pay processes over 100

million transactions per day and generated hundreds of billions of RMB in GMV through WeChat mini programs in 2022. On average, there are 2.26 million commercial payments per day, totaling 300 million fee based VAS subscriptions.

- advertising business: Tencent has upgraded its artificial intelligence advertising technology platform, significantly improving targeting accuracy and revenue growth. The growth rate of advertising has rebounded, and the release of mid to long term growth potential by platformization [52].

- cloud computing: Tencent provides IaaS public cloud services and has its own cloud computing platform - Tencent Cloud. Tencent Cloud CDN provides multi-dimensional data analysis, including consumption statistics, access statistics.

- digital media and entertainment: Tencent Video and Tencent Music Entertainment have 1.17 million and 1.07 million subscribers respectively. Tencent also conducts digital content business through subsidiaries such as Mango Super Media, providing various paid app monthly subscription services [53].

- financial health status: the total debt to adjusted EBITDA ratio is 1.7 times, indicating good financial health. The operating cash flow (OCF) in 2023 is RMB 11 billion, indicating that the company has a stable ability to generate cash flow.

Overall, Tencent has achieved significant performance growth in 2023, particularly in areas such as gaming, fintech, advertising, and cloud computing [54]. The expansion and optimization of the WeChat ecosystem, as well as the application of artificial intelligence technology, have further driven the company's revenue and profit growth. In addition, Tencent's continuous investment in digital media and entertainment has laid the foundation for its long-term development.

Tencent's main competitors include the following aspects:

- 1) Alibaba: Alibaba competes fiercely with Tencent in multiple fields such as e-commerce, payments, and cloud computing. For example, in the field of mobile payments, Tencent's TenPay and Alibaba's AliPay are direct competitors. In addition, Alibaba also poses a threat to Tencent in e-commerce and advertising businesses.

- 2) ByteDance: ByteDance's Tiktok has posed a huge challenge to Tencent in the field of short video, especially in social and entertainment content distribution.

ByteDance also performs well in Internet advertising and user acquisition, further intensifying competition [54].

3) NetEase: NetEase is an important competitor to Tencent in the fields of gaming and music. For example, in the online gaming market, NetEase competes with Tencent by launching innovative game genres and products [55]. In the music industry, NetEase Cloud Music is also a major competitor to Tencent Music.

4) Baidu: Baidu poses a challenge to Tencent in the search engine and advertising markets. Baidu is attempting to gain more market share in brand advertising and small and medium-sized enterprise advertising through its powerful search technology and advertising ecosystem [56].

5) Other Internet companies, including JD and Qihoo 360, also compete with Tencent in their respective fields. For example, JD.com has both cooperation and competition with Tencent in e-commerce and logistics. Qihoo 360 was once a direct competitor to QQ in the security software market.

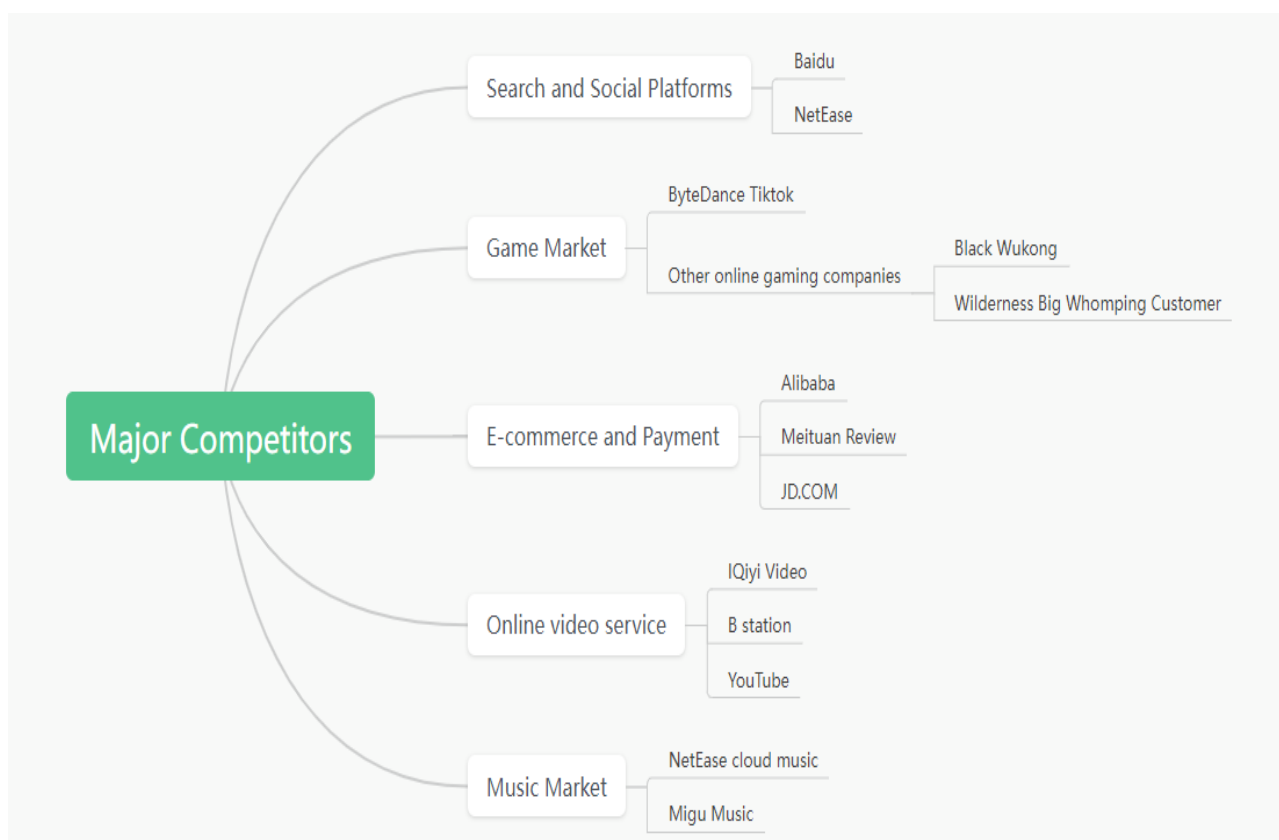


Fig. 2.7. Major competitors of Tencent

Source: [compiled by the author]

Tencent's 2023 financial report shows a cumulative revenue of 609.015 billion

yuan, a year-on-year increase of 10%; The adjusted net profit was 157.688 billion yuan, a year-on-year increase of 36%. Gross profit, operating profit, and net profit have achieved significant growth for four consecutive quarters, with growth rates of 25%, 35%, and 44% in the fourth quarter, far exceeding revenue growth.

From 2018 to the first quarter of 2023, Tencent's EBITDA (earnings before interest, tax, depreciation, and amortization) and free cash flow (FCF) both showed a positive trend, despite fluctuations in some years, overall maintaining steady growth.

Tencent's operating cash flow showed a downward trend from 2018 to 2022, but the data for the first three months of 2023 was 11 billion, indicating that operating cash flow may further decline [57]. In terms of capital expenditure, Tencent's capital expenditure in the first quarter of 2023 was RMB 2377 million, demonstrating the company's cautious attitude towards capital expenditure.

In the first quarter of 2020, Tencent's online gaming revenue was 37.298 billion yuan, accounting for 35% of the total revenue, with a gross profit margin of 48.9%. Tencent's expenses are mainly divided into sales and marketing expenses, as well as general and administrative expenses. In the past three years, these two expenses accounted for 7% -8% and 13% -16% of revenue, respectively [58].

As of 2023, Tencent's investment portfolio value has significantly increased, from RMB 16.71 billion in 2018 to RMB 31.96 billion.

Tencent's total debt to adjusted EBITDA ratio is 1.7 times in 2023, demonstrating the company's robustness in debt management.

Tencent announced that it will at least double its repurchase scale by 2024, increasing from HKD 49 billion in 2023 to over HKD 100 billion, demonstrating the company's confidence in its own value [59].

Tencent has maintained strong financial performance and profitability in the past few years. Despite facing some challenges, the company has demonstrated good cash flow and investment return through effective cost control and capital management. In the future, Tencent will continue to enhance shareholder value through repurchase plans and seek new growth points in its diversified business layout.

2.2 SWOT-analysis of the enterprise

It is necessary to conduct a SWOT-analysis of Tencent Enterprise to come up with the appropriate recommendations for its business activity improvement.

Table 2.1. Strengths of Tencent

Strengths	Description
Strong Brand Recognition	Tencent is not just a household name in China but has also carved out a significant presence on the global stage. Known for its ubiquitous social media platforms like WeChat and QQ, it has become synonymous with digital communication in many parts of the world.
Diverse Product Portfolio	The company's reach extends far beyond social media, encompassing a vast array of services such as gaming, fintech with WeChat Pay, cloud computing, and even artificial intelligence. This diversification has allowed Tencent to tap into multiple revenue streams and adapt to changing market demands.
Large User Base	With billions of users across its platforms, Tencent has a massive captive audience. This vast user base provides the company with a significant advantage in terms of data analytics and market reach.
Strong Financial Performance	Tencent has consistently reported robust financial results, with high revenue and profit margins that underscore its profitability and financial health.
Innovative Culture	The company fosters a culture of innovation, encouraging its employees to think creatively and develop new technologies. This has led to the creation of popular products and services that resonate with users.
Strategic Investments	Tencent's investment strategy has been both broad and deep, with stakes in a variety of high-profile companies. This not only provides financial returns but also strategic partnerships and insights into different industries.
Strong Monetization Capabilities	The company has demonstrated a strong ability to monetize its vast user base through various channels, including advertising, in-game purchases, and digital content sales.

Source [compiled by the author]

Table 2.2. Weaknesses of Tencent

Weaknesses	Description
Dependence on Online Games	A significant chunk of Tencent's revenue is derived from online gaming, which can be unpredictable due to shifting consumer preferences and regulatory pressures.
Regulatory Challenges	As a tech behemoth, Tencent often finds itself under the microscope of regulators, both in China and abroad. This scrutiny can lead to restrictions that impact its business operations and growth prospects.
Limited Global Presence	Despite its global brand recognition, Tencent's footprint outside of China is relatively modest, especially when compared to its domestic dominance. This limits its potential for international revenue growth.
Copycat Reputation	The company has faced criticism for not always being the pioneer in its product offerings, sometimes appearing to follow the lead of other tech companies, which can tarnish its reputation for innovation.
Data Privacy Concerns	In an era where data breaches and privacy scandals are commonplace, Tencent must continuously ensure the security of user data to maintain trust and avoid potential regulatory penalties.
High Employee Turnover	The tech industry is known for its fast-paced environment and high turnover rates, which can lead to a loss of institutional knowledge and hinder long-term innovation within the company.

Source [compiled by the author]

Table 2.3. Opportunities for Tencent

Opportunities	Description
Expansion into New Markets	By venturing into new geographical markets and diversifying its product offerings, Tencent can tap into unexplored revenue streams and user bases.
Emerging Technologies	Investing in cutting-edge technologies such as AI, blockchain, and quantum computing can position Tencent as a leader in these fields and open up new avenues for growth.
E-Commerce Growth	The booming e-commerce sector presents a significant opportunity for Tencent to expand its fintech and payment services, potentially becoming a major player in online retail transactions.
International Expansion	Focused efforts on breaking into Western markets and other regions can help Tencent reduce its reliance on the Chinese

	market and achieve a more balanced global presence.
Strategic Partnerships	Forming strategic partnerships with other companies can provide Tencent with new resources, technologies, and market access, helping it to leverage its strengths more effectively.
Content Creation	Investing in original content creation, such as producing movies, acquiring music labels, or signing exclusive deals with authors, can further engage its user base and create additional revenue channels.

Source [compiled by the author]

Table 2.4. Threats for Tencent

Threats	Description
Regulatory Changes	The tech industry is heavily regulated, and any changes in these regulations, especially in China, could have a profound impact on Tencent's business model and profitability.
Intense Competition	The tech landscape is fiercely competitive, with companies like Alibaba, ByteDance, and Baidu vying for market share. This competition can erode Tencent's market position if not effectively managed.
Market Saturation	In some of its core markets, such as gaming, Tencent may face challenges due to market saturation, making it harder to acquire new users and maintain growth rates.
Technological Disruption	The rapid pace of technological change can disrupt existing business models. New entrants with innovative products and services could pose a threat to Tencent's established offerings.
Cybersecurity Risks	As cyber threats become more sophisticated, the risk to user data increases. A major breach could damage user trust and strain relationships with regulators.
Economic Slowdown	A global economic downturn could lead to reduced advertising revenue and lower consumer spending on Tencent's digital products and services, impacting its financial performance.

Source [compiled by the author]

This expanded SWOT analysis of Tencent provides a more comprehensive view of the company's strategic position, taking into account the complex interplay of internal strengths and weaknesses with external opportunities and threats. The insights gleaned from this analysis can guide Tencent in refining its strategies to maintain its competitive edge and drive future growth.

2.3 Evaluation of the HR capital of the enterprise

Evaluating Tencent's Human Capital in Detail:

1. Talent Acquisition and Recruitment:

Tencent has established a robust talent acquisition process that attracts high-quality candidates from around the globe. The company's brand recognition and reputation as a leading tech firm in China make it an attractive employer. It leverages both online and offline channels to source talent, including campus recruitment from top universities and partnerships with professional organizations. Tencent's commitment to diversity and inclusion is also evident in its recruitment strategies, which aim to bring together a wide range of perspectives and expertise.

2. Employee Training and Development:

Tencent invests significantly in the continuous development of its workforce. The company offers a variety of training programs, including leadership development, technical skills enhancement, and cross-disciplinary education. Employees are encouraged to participate in internal and external learning opportunities to stay abreast of the latest industry trends and technologies. Tencent's emphasis on lifelong learning helps maintain its competitive edge and ensures that its workforce remains adaptable and innovative.

3. Compensation and Benefits:

Tencent provides competitive compensation packages that are in line with industry standards, if not higher. Employees benefit from a comprehensive benefits package that includes health insurance, retirement plans, and stock options, which aligns their interests with the company's long-term success. The company also offers flexible working arrangements and a range of employee perks, such as free meals, gym memberships, and shuttle services, which contribute to a positive work-life balance and high job satisfaction.

4. Performance Management:

The company has a well-defined performance management system that focuses on setting clear expectations, providing regular feedback, and recognizing employee

achievements. Tencent uses a combination of annual reviews and ongoing performance dialogues to ensure that employees understand their goals and the contributions they need to make to achieve them. This system helps to foster a culture of accountability and continuous improvement.

5. Employee Engagement and Culture:

Tencent has cultivated a strong corporate culture that emphasizes innovation, collaboration, and respect for individual talent. The company encourages employees to take initiative and experiment with new ideas, which has led to the development of many successful products and services. Employee engagement is further enhanced through various internal events, team-building activities, and open communication channels that allow staff to voice their opinions and suggestions.

6. Career Progression and Advancement:

Tencent offers clear pathways for career progression, with opportunities for advancement based on merit and performance. The company's internal job market allows employees to explore different roles and departments, facilitating a diverse career experience. This mobility within the company helps retain talent and ensures that the most capable individuals are in positions where they can make the most significant impact.

7. Global Talent Management:

As Tencent continues to expand its global footprint, it has shown a commitment to managing a diverse international workforce. The company has developed strategies to integrate global talent and foster cross-cultural collaboration. This includes language support, cultural training, and international assignment programs that help employees adapt to different markets and contribute effectively to Tencent's global operations.

In conclusion, Tencent's human capital management is characterized by a strategic approach to talent acquisition, a strong focus on employee development, competitive compensation, effective performance management, a positive and inclusive work culture, clear career progression paths, and adept management of a global workforce.

CHAPTER 3

PROPOSALS FOR IMPROVING THE COMPETITIVENESS OF ENTERPRISE

3.1. Recommendations on improving marketing tools of enterprise

As a leading Internet technology company in China, Tencent's innovation in marketing means and tools is crucial to maintaining its market competitiveness. Here are some suggestions aimed at helping Tencent improve its enterprise marketing methods and tools:

1. Deepen data-driven marketing

Tencent has vast user data and should further utilize big data analysis technology to provide users with more personalized marketing experiences. By analyzing user behavior, preferences, and social networks, Tencent can provide advertisers with more accurate target audience positioning, thereby improving advertising effectiveness and conversion rates [61].

2. Enhance content marketing strategies

Content is the key to attracting and retaining users. Tencent can utilize its rich media resources, such as Tencent News, Tencent Video, etc., to produce high-quality original content and attract user attention. At the same time, encourage users to generate content (UGC), stimulate user participation through organizing relevant activities or competitions, and create a good community atmosphere.

3. Strengthen social advertising platforms

By utilizing Tencent's powerful social networking platforms such as WeChat and QQ, Tencent can develop more innovative social advertising products. For example, through WeChat applet, WeChat official account and circle of friends advertising, more interactive and immersive advertising experience can be provided. At the same time, more social advertising solutions targeting enterprise customers can be developed to help them reach their target users more effectively [62].

4. Expand the application of AI in marketing

Tencent should further apply artificial intelligence technology to the marketing

field, such as providing customer service through AI driven chatbots or utilizing natural language processing (NLP) technology to analyze user feedback and optimize products and services. In addition, AI can also help Tencent achieve more intelligent real-time bidding and optimization in advertising placement.

5. Build a multi-channel integrated marketing platform

Tencent should integrate the marketing resources of its different platforms to provide advertisers with a one-stop marketing solution. For example, through Tencent's advertising platform, advertisers can easily place and manage advertisements on multiple platforms of Tencent, achieving cross platform marketing synergy.

6. Strengthen collaboration with partners

Tencent can establish cooperative relationships with more brands, media, and third-party marketing agencies to jointly develop innovative marketing activities and products. By sharing resources and complementing advantages, Tencent can provide customers with more comprehensive marketing services while expanding its market influence.

7. Optimize user experience

In marketing activities, Tencent should always prioritize user experience. Both advertising formats and content displays should ensure that they do not interfere with users' normal use and avoid excessive commercialization that may cause user aversion. By providing valuable content and excellent interactive experiences, Tencent can enhance user loyalty to its brand [63].

8. Emphasize privacy protection and data security

While utilizing user data for marketing, Tencent must strictly comply with relevant laws and regulations to protect user privacy and data security. Through transparent data usage policies and strong security measures, Tencent can enhance users' trust in the platform, thereby creating a solid foundation for marketing activities [64].

9. Continuous innovation

Tencent should continue to pay attention to market trends and emerging

technologies, such as augmented reality (AR), virtual reality (VR), etc., and explore the potential applications of these technologies in the marketing field. Through continuous innovation, Tencent can provide users with fresh experiences and unique marketing solutions for brand customers.

10. Strengthen the effectiveness evaluation and feedback mechanism

Tencent should establish a comprehensive marketing effectiveness evaluation system, continuously optimize marketing strategies and tools through data analysis and user feedback. Through regular market research and user satisfaction surveys, Tencent can adjust its marketing direction in a timely manner to ensure the effectiveness and efficiency of marketing activities [65].

By implementing the above suggestions, Tencent can further enhance the competitiveness of its marketing methods and tools, better meet the needs of advertisers and users, and maintain a leading position in the fierce market competition.

3.2. Ways to boost HR efficiency of enterprise

In today's fast developing Internet era, Tencent, as one of the leading enterprises in China's Internet industry, the efficiency and quality of its human resources management are directly related to the innovation and competitiveness of enterprises. In order to further improve the efficiency of Tencent's enterprise human resources, we can conduct in-depth discussions and practices from the following dimensions:

1. Talent recruitment and selection:

By utilizing big data analysis and artificial intelligence technology, Tencent can optimize its recruitment process, screen massive resumes through intelligent algorithms, and quickly and accurately identify candidates who meet job requirements. For example, through natural language processing technology, the system can automatically identify keywords and skill tags in resumes, greatly improving recruitment efficiency.

In the construction of its talent pool, Tencent should actively embrace the principles of diversity and inclusiveness, and widely attract outstanding talents from different cultural backgrounds and professional skills through various channels such as campus recruitment, social recruitment, and international talent introduction, injecting fresh blood into the innovative development of the enterprise.

In order to break geographical restrictions, Tencent can introduce online interview and evaluation tools, such as video interview platforms and virtual reality technology, allowing candidates to participate in the interview process regardless of their location, thereby accelerating the recruitment process and responding quickly to talent needs.

2. Employee training and development:

Tencent can establish a powerful online learning platform, providing rich course resources and personalized learning paths. Employees can choose courses based on their career plans and interests for self-improvement. For example, the platform can provide comprehensive learning resources from basic skills training to advanced management courses [66].

By implementing a mentorship system and job rotation plan, Tencent can promote knowledge sharing and cross departmental collaboration. New employees can pair up with experienced mentors to quickly integrate into the corporate culture; The rotation plan allows employees to work in different departments and positions, broaden their horizons, and enhance their ability to adapt to different work environments [67].

Regularly conducting skill assessments and career planning helps Tencent ensure that employee development aligns with the company's strategy. Through one-on-one communication with employees to understand their career goals and expectations, companies can provide them with corresponding training opportunities and career development paths, thereby stimulating their work enthusiasm and creativity.

3. Performance management:

By implementing an Objectives Management (OKR) system, Tencent can

ensure that employees' personal goals align with the company's strategic objectives. By setting clear and measurable key results, employees can clarify their work direction and focus, and the OKR system also facilitates tracking progress and evaluating results.

By adopting a 360 degree feedback mechanism, Tencent can obtain comprehensive evaluations of employee performance from multiple perspectives. Colleagues, superiors, subordinates, and cross departmental feedback can provide employees with comprehensive performance information, helping them recognize their strengths and areas for improvement.

Regularly conducting performance reviews allows Tencent to adjust goals and incentive measures in a timely manner. By regularly communicating with employees and understanding the difficulties and challenges they encounter in their work, companies can provide necessary support and resources, while adjusting incentive policies according to market and business changes to maintain employee motivation and drive.

4. Employee motivation and benefits:

Designing a compensation and benefits system that matches market competitiveness is crucial for Tencent to attract and retain talent. In addition to basic salary and benefits, companies can also offer stock options, health insurance, retirement plans, etc. to meet the different needs of employees.

Implement equity incentive plans to enable employees to become shareholders of the company and share the fruits of the company's growth. This incentive method not only enhances employees' sense of belonging, but also inspires them to contribute to the long-term development of the company.

Providing flexible work arrangements and rich employee benefits can significantly improve employee satisfaction and loyalty. For example, Tencent can offer flexible working hours, remote work options, and a variety of employee activities and benefits to help employees find a balance between work and life.

5. Organizational culture construction:

Establishing a corporate culture centered on innovation and efficiency is the

cornerstone of Tencent's sustainable development. Enterprises can encourage employees to propose new ideas and share successful experiences by organizing innovation competitions, sharing sessions, and other activities, thereby creating an open, inclusive, and innovative work atmosphere.

Organizing team building activities such as outdoor activities and team dinners can enhance team cohesion and collaboration. Through these activities, employees can enhance their understanding, strengthen cooperation, and improve the overall effectiveness of the team in a relaxed and pleasant environment.

Strengthen corporate social responsibility and enhance employees' sense of belonging and pride. Tencent can demonstrate its corporate social responsibility by participating in social welfare activities and supporting education, making employees proud of their work and enhancing their loyalty and sense of belonging to the company.

6. Human Resource Information System (HRIS):

By introducing advanced HRIS systems, Tencent can achieve centralized management and analysis of human resources data. Such a system can help companies better manage employee information, track employee performance and training progress, and provide scientific basis for human resources decision-making.

By utilizing cloud computing technology, Tencent can ensure the security of data and real-time updates of information. The application of cloud technology not only improves the efficiency of data processing, but also reduces the IT costs of enterprises.

Through data analysis, Tencent can provide scientific basis for human resources decision-making. For example, by analyzing employees' job performance and satisfaction survey results, companies can identify potential human resource issues and take timely measures for improvement [68].

7. Regulatory Compliance and Risk Management:

Regularly updating and reviewing human resources policies to ensure compliance with legal and regulatory requirements is the foundation for Tencent to maintain stable business development. Enterprises should closely monitor changes in

relevant laws and regulations such as labor laws and tax laws, adjust human resources policies in a timely manner, and avoid legal risks.

Establish a risk assessment mechanism to prevent and handle labor disputes. Tencent can identify potential labor dispute risks through regular risk assessments and take measures to prevent them. Once disputes arise, companies should also have clear response processes and solutions.

Provide legal consulting services to help employees understand contract terms and rights. Tencent can establish an internal legal consulting department to provide professional legal advice to employees, answer their questions regarding contracts, benefits, and other aspects, and safeguard their legitimate rights and interests.

8. Employee Relations and Communication:

Establishing open communication channels and encouraging employees to express their opinions and suggestions is an important means for Tencent to build harmonious labor relations. Enterprises can collect employees' opinions and suggestions through internal forums, suggestion boxes, regular employee meetings, and other forms to make their voices heard.

Regularly holding employee meetings to timely convey company information and strategies can help enhance employees' sense of belonging and identity. At the conference, senior managers can introduce the latest developments, future plans, and challenges faced by the company to employees, allowing them to understand the meaning and value of their work.

Promote communication and information sharing among employees through internal social platforms. Tencent can use social tools such as enterprise WeChat and QQ to establish internal social networks, allowing employees to exchange work experience and share life details in a relaxed environment, thereby enhancing team cohesion.

9. Working environment and facilities:

Providing a comfortable and healthy working environment can significantly improve employee job satisfaction. Tencent can invest funds to improve the office environment, such as providing ergonomic office furniture, optimizing office space

layout, setting up rest areas and gyms, etc., allowing employees to work in a comfortable and healthy environment.

Introduce intelligent office equipment to improve work efficiency. For example, Tencent can adopt intelligent meeting systems, automated office software, etc. to simplify workflow, reduce repetitive labor, and allow employees to invest more time and energy into creative work.

Establish a leisure area to encourage employees to relax and unwind after work. Tencent can set up leisure areas such as coffee bars and reading corners in the office area, providing employees with a space to relax and recharge during their busy work.

10. Corporate Social Responsibility (CSR):

Promoting green office and sustainable development projects can enhance Tencent's corporate image and demonstrate its sense of social responsibility. Enterprises can promote the concept of green office and contribute to environmental protection through measures such as energy conservation and emission reduction, green procurement, and environmental protection publicity.

Participate in social welfare activities to enhance employees' sense of social responsibility. Tencent can organize employees to participate in public welfare activities such as afforestation, educational assistance, poverty alleviation, etc., so that employees can feel their value and enhance their sense of social responsibility through participation.

Collaborate with educational institutions to support talent cultivation and community development. Tencent can support the education industry and cultivate future talents by establishing scholarships, providing internship opportunities, and carrying out school enterprise cooperation projects. At the same time, it can strengthen its connections with the community and promote its sustainable development.

Through the above channels, Tencent can systematically improve the efficiency of human resource management, thereby better adapting to the rapidly changing market environment and maintaining the competitive advantage of the enterprise. These measures not only help attract and retain talent, but also stimulate the potential

of employees and promote sustained innovation and development of the enterprise.

3.3. Innovative paths for enterprise development.

As a leading Internet technology company in China, Tencent's business scope covers social networking, gaming, finance, cloud computing and other fields. However, in the context of fierce market competition and rapid technological iteration, Tencent needs to constantly innovate to maintain and enhance its competitiveness.

1. Product and Service Innovation:

a) deepen user experience: Tencent should continue to pay attention to user needs, continuously optimize existing products and services through data analysis and user feedback. For example, social platforms such as WeChat and QQ should be regularly updated to add new features and enhance user stickiness. Meanwhile, Tencent can develop more personalized and customized services to meet the needs of different user groups.

b) launch new products: Tencent should actively expand into new business areas and launch innovative products. For example, Tencent Cloud services can further expand into cutting-edge technology fields such as artificial intelligence and big data analysis. In addition, Tencent can also develop new games and entertainment products to attract more users.

c) strengthen the content ecosystem: Tencent should strengthen the construction of its content ecosystem, cooperate with content creators and copyright holders, and provide more high-quality content. For example, Tencent Video can increase exclusive content to attract users to subscribe. Meanwhile, Tencent can also cultivate more high-quality content creators through investment and incubation.

2 Technological Innovation:

a) strengthen R&D investment: Tencent should continue to increase research and development investment, introduce and cultivate high-end technical talents, and promote technological innovation. For example, Tencent can establish specialized

research and development institutions to focus on the research and application of cutting-edge technologies such as artificial intelligence, blockchain, and cloud computing.

b) promote technological openness and cooperation: Tencent should strengthen cooperation with other enterprises and research institutions to jointly promote technological development. For example, Tencent can collaborate with universities and research institutions to jointly carry out scientific research projects. In addition, Tencent can also open up its own technology to partners to jointly develop new products and services.

c) strengthen intellectual property protection: Tencent should strengthen intellectual property protection and maintain its technological advantages. For example, Tencent can establish a dedicated intellectual property department responsible for patent applications, rights protection, and other related work. Meanwhile, Tencent can also use legal means to combat infringement and protect its own interests.

3. Business Model Innovation:

a) explore diversified profit models: Tencent should actively explore diversified profit models and reduce its dependence on a single business. For example, Tencent can develop more paid value-added services, such as membership services, paid content, etc. In addition, Tencent can also achieve revenue diversification through advertising, e-commerce, and other means.

b) promote the development of industrial Internet: Tencent should actively promote the development of industrial Internet and apply its technology to all walks of life. For example, Tencent can provide customized solutions for manufacturing, healthcare, education, and other fields to help enterprises achieve digital transformation.

c) strengthen internationalization layout: Tencent should strengthen its international layout and expand into overseas markets. For example, Tencent can invest in overseas technology companies and introduce advanced technologies. In addition, Tencent can also promote its own products and services to the international

market, attracting more overseas users [69].

4 Organizational and Cultural Innovation:

a) establish an innovative mechanism: Tencent should establish an innovation mechanism to encourage employees to propose innovative ideas. For example, Tencent can establish an innovation fund to support employees in carrying out innovative projects. In addition, Tencent can also stimulate employees' innovation enthusiasm through internal competitions, training, and other methods.

b) cultivate an innovative culture: Tencent should cultivate an innovative culture and encourage employees to dare to try and innovate. For example, Tencent can establish innovation awards to recognize employees who have made outstanding contributions. In addition, Tencent can create a good atmosphere for innovation by organizing innovation events, sharing sessions, and other means.

c) strengthen talent cultivation and introduction: Tencent should strengthen talent cultivation and introduction, and provide talent support for innovation. For example, Tencent can collaborate with universities to establish internship programs and attract outstanding students to join. In addition, Tencent can also introduce high-end talents with rich experience to enhance team strength.

CONCLUSIONS

This study provides a comprehensive and in-depth analysis of Tencent's corporate competitiveness, aiming to reveal the essence of business entity competitiveness, elucidate the key role of marketing in business activities, and highlight the profound impact of human resource capital on corporate competitive advantage. Through a detailed analysis of Tencent's competitiveness, this study not only provides the company's technological and economic characteristics, but also conducts a detailed SWOT analysis to comprehensively evaluate its human resource capital. Based on this, suggestions for enhancing the company's competitiveness, improving marketing tools, and enhancing human resource efficiency are proposed, while exploring innovative paths for the company's development.

The research results reveal Tencent's industry-leading position established by its huge investment in technology research and development, rich product line, keen market insight, and high-quality workforce. However, research also points out that there is room for improvement in marketing strategy optimization and human resource efficiency improvement, which are crucial for enhancing the long-term competitiveness of enterprises.

1. Tencent relies on its vast social networking platforms, including WeChat and QQ, to build a wide user base and enhance user stickiness through continuous service optimization and user experience improvement. These platforms not only provide users with rich social interaction functions, but also bring massive data resources to Tencent, further consolidating its leading position in the social field.

2. Tencent focuses on the absorption and cultivation of talents, with an efficient management team and a professional technical team, providing solid human resources support for the company's continuous innovation. The company has implemented a series of talent development plans, including internal training, external recruitment, and international exchanges, to ensure the diversity and internationalization of talent, laying a solid foundation for Tencent's long-term development.

3. Tencent has significant technological advantages in cutting-edge fields such as cloud computing, big data processing, and artificial intelligence, which provide strong technical support for the company's business expansion. Tencent has continuously increased its R&D investment and established multiple R&D centers, dedicated to technological innovation and application development, promoting the company's in-depth layout in fields such as financial technology, smart retail, and intelligent manufacturing.

4. Tencent has utilized the extensive coverage of its social media platforms, combined with precise advertising strategies and in-depth big data analysis, to achieve efficient marketing. The company has integrated online and offline resources to create diversified marketing channels and innovative marketing models, providing brand customers with comprehensive marketing solutions and further enhancing Tencent's competitiveness in the advertising market.

Suggestions for future research directions on Tencent's enterprise competitiveness are as follows:

1. Conduct a more in-depth study on the specific performance of Tencent's enterprise competitiveness in different fields, in order to provide more targeted strategic recommendations. This will involve a detailed analysis of Tencent's competitiveness in various business sectors, providing a scientific basis for the company's strategic planning.

2. Analyze successful cases of other companies' competitiveness enhancement to provide reference for Tencent's development. Through comparative research, we can draw on the advanced experience of other enterprises in market positioning, product innovation, brand building, and provide new ideas for Tencent's development.

3. Explore how to effectively implement improvement measures to support Tencent's sustainable development. This will include developing specific action plans to ensure that the recommendations put forward in the research can be translated into practical management practices, thereby promoting the sustained improvement of the company's competitiveness.

In summary, this study not only provides theoretical basis and practical guidance for the improvement of Tencent's competitiveness, but also points out the direction for future research, aiming to provide a methodological basis for the design of enterprise management to enhance the overall competitiveness of the enterprise.

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