

Revival Strategy of QVOD Technology Based on SWOT and STP Method

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Abstract: Firstly, this paper analyzes the basic situation of QVOD Technology Co., Ltd., such as ownership structure, financing status, service platform, product characteristics and so on. Secondly, it analyzes the main reasons for the failure of the enterprise. Thirdly, SWOT method is used to analyze the enterprise market environment, and STP method is used to analyze the enterprise market positioning and target selection. Finally, it puts forward the Revival Strategy of QVOD Technology Co., Ltd., that is, accurate market positioning, mining core competitiveness, protecting intellectual property rights, rejecting infringement and piracy, abiding by laws and regulations, creating a healthy network, optimizing management structure and strengthening transformation and upgrading.

Keywords: Technology company, SWOT method, STP method, Resurrection strategy.

1. Case Analysis

1.1. Enterprise Background

1.1.1. Company Profile

Shenzhen QVOD Technology Co., Ltd., officially established in December 2007, is a high-tech company focusing on the development and application of network streaming media technology. Shenzhen QVOD technology Co., Ltd. has QVOD player and QVOD streaming media server, and cooperates with content providers of TV stations, radio stations and program production centers all over the country to provide video and audio programs for users all over the world through the client software QVOD based on streaming media broadcasting technology.

(1) Main business units - video, games, n-screen. The goal of QVOD Technology Co., Ltd. is to build itself into a VOD industry standard, and hope to promote QVOD transmission protocol not only in the field of PC, but also in network TV, mobile phone and other terminals. Fast play game platform always adheres to the one-stop service and integrated operation mode, provides display and promotion platform for manufacturers, provides intimate entertainment services for players, and is determined to become a leading game platform in China. N-screen has established the application plan for multi platform video, game and entertainment in the future, and strives to build the company into the most popular internet entertainment technology company.

(2) Vision - to become the most popular internet entertainment technology company. The goal of QVOD is to provide users with advanced entertainment enjoyment with excellent products, reliable quality, superior experience efficiency and professional and thoughtful service.

(3) Mission - technology gives more imagination to entertainment. QVOD will widely absorb the cutting-edge technology in the field of scientific and technological information and creatively develop its own core technology. Provide users with high-quality entertainment products, and constantly surpass users' imagination and expectations.

(4) Values. Focus - user-centered, everything else will

come naturally. The wisdom, technology and resources of the webcast team are only for one goal - to dynamically grasp the needs of users. Innovation - integration is innovation, fast is better than slow. QVOD supports independent innovation, imitation innovation and introduction innovation, and integrates unique products, namely talents; Efficiency should be emphasized in life and work. The fast ones are more effective than the slow ones. Win win -- sharing and sharing, achieving you and me. You can make money without doing evil.

1.1.2. Enterprise Ownership Structure

The founder of QVOD is Wang Xin. According to the industrial and commercial registration data, among the natural person shareholders before the crisis of QVOD, Wang Xin was the largest shareholder, accounting for 31.52%, he Mingke, the investment manager of Softbank Saifu, ranked second, accounting for 21.5%, Zeng Liqing ranked third, accounting for 16.68%, and Zhou Hongyi's wife Hu Huan ranked fifth, accounting for 7.85%. However, after Wang Xin was jailed in February 2018, several shareholders including Wang Xin withdrew in July 2018. Yu Lu became the largest shareholder of the company, accounting for 84.49%, followed by Zhang Kedong, accounting for 8.41% and Liu Yan, accounting for 5.1%.

1.1.3. Enterprise Financing

QVOD was established on December 26, 2007 with a registered capital of 10 million yuan. Angel investment was obtained in 2007. The investors are Qihoo investment and Dexun investment. In 2009, it obtained a round of investment from Saifu fund.

1.1.4. Enterprise Platform Analysis

(1) Mobile Internet has become the first goal of QVOD. Webcast technology has launched webcast IOS (Apple) version and Android version for mobile platforms; Microsoft launched an upgraded version of OneNote on the iPhone platform and SkyDrive cloud storage application, and a new version of OneNote on the pad platform, as well as Lync client and hotmail application on the Android platform; Alibaba launched cloud mobile phone; Baidu released its own mobile

terminal platform Baidu Yi; Li Kaifu's Innovation workshop launched the mobile operating system Tapas, and the competition of mobile Internet is extremely fierce.

(2) 2 million downloads, the mobile version has achieved amazing results. As a heavyweight enterprise in the video industry, QVOD technology won the first place in the domestic PC player market as early as the beginning of last year. Webcast has accumulated a lot of successful experience on the PC side, and has successively released the webcast IOS version and the webcast Android version. The fast broadcast IOS (Apple) version lived up to expectations, breaking through 2 million downloads within two weeks of its official launch. The Android version of webcast has also been highly praised by many Android users on major mobile professional websites and forums, making webcast truly "one step faster" in the layout of mobile Internet. From the market performance and market response of the two versions on the webcast mobile platform, the "multi platform, cross terminal" strategy of webcast technology is gradually showing a strong explosive force.

(3) Adobe China will also play a greater potential. Although QVOD has been a great success on the PC side and a certain success on the mobile side, according to insiders, QVOD will also expand its new experience and enter more fields. Nothing more than Mr. Jim Rogers, a famous international investment master, paid a special field visit to QVOD technology during the high tech fair and praised QVOD as "Adobe in China". With the maturity of mobile technology and operation in 2011, the mobile Internet has entered a period of rapid development, especially the openness of Android system, so that the QVOD Android version will be applied to more intelligent devices and play a greater potential. With the maturity of mobile technology and operation in 2011, such as set-top box, smart TV, car TV, satellite TV, etc., mature, stable and high-speed video transmission and broadcasting solutions are needed, which is what QVOD technology is good at. Some insiders predict that the "cross platform" of webcast will be involved in more fields and platforms and achieve excellent results in more fields.

1.1.5. Brand Characteristics

(1) System characteristics. Through interactive online digital media services, webcast provides Internet users with an internet entertainment system integrating video and audio appreciation, information browsing, resource sharing, communication and interaction. The system supports MPEG-1 (MPG, DAT, MP3), MPEG-4 (AVI, ASF, WMV), REAL (RM, RMVB), real10 and many other mainstream media to achieve true full compatibility QVOD. It has QVOD player, QVOD streaming media server, QVOD video cloud computing platform, Gaya cross platform game development engine and other technologies, and provides services for TV stations, radio stations Program production center and other content operators provide complete HD video technology solutions, and provide rich, real-time and high-quality audio-visual programs for users all over the world through QVOD, a client software based on streaming media playback technology.

(2) Product features. Support more than 400 formats such as Rmvb, Wmv, Asf, Avi, Mpg, MP4 and 3GP. The original network instant stream receiving and playing technology supports the direct playing of BT seed files. Support arbitrary drag and drop during P2P streaming media playback, and support the control of network data flow. Efficient NAT and

firewall penetration capabilities help intranet users speed up transmission. DHT network is supported, and data can be obtained when the tracker server is not connected. The software is small and exquisite, and the optimized installation package is only more than 1m, occupying very little system resources. Use multithreading technology to receive and integrate streaming media data to achieve the fastest playback. This program is bundled with any plug-ins for free, and will never be updated for life. Omnipotent play, broadcast everything, you can watch and download. It integrates local playback and online playback, supports more than 90 mainstream video and audio formats on the market, and eliminates the trouble of video transcoding. Fast stability and smooth experience: P2P technology is adopted to effectively improve the picture tailing phenomenon in the process of network on demand and ensure the overall smoothness of the picture. 5-second acceleration and fast viewing: as long as online video buffering is completed in 5 seconds or less, short videos can achieve zero waiting. Save resources and improve efficiency: lower CPU and memory occupancy, avoid crash or jam, and improve software operation efficiency.

1.2. Case Background Analysis

1.2.1. Initial Stage of Establishment

In 2007, Wang Xin started his second venture in a private house with only more than 10 square meters in Shenzhen. I set my entrepreneurial direction as the development of a video playback software, and finally set its Chinese name as "fast broadcast". With P2P technology, we have successively developed "webcast" server software and "webcast" web player.

By the end of 2011, the number of weekly active users announced by QVOD had reached 200 million, which could be about the same as Youku, the leader of domestic video websites. According to iResearch's statistics, in the first quarter of 2011, QVOD surpassed the old video player manufacturers such as storm video and thunder in the average daily coverage of video players and became the new boss. Webcast has set up a webcast zone on platforms such as CNTV, Phoenix, excited, Ku6 and Sohu Video. The partners hope to save bandwidth with webcast solutions, and webcast hopes to develop users and use content through these large platforms. However, users on these platforms are used to directly clicking on the web page to watch videos.

In March 2011, QVOD launched a cross platform game development tool. Developers only need to carry out game creative development under the Microsoft operating system environment, so that the game can run under multiple operating system platforms (Android, Linux, MeeGo) and multiple browsers, covering computers, TV and mobile phones. When developers do a good job in the game, QVOD can also provide a "fast play" game platform based on P2P technology and cloud computing. When users click the game on "fast play" or search for a new game through the built-in search box of "fast play", QVOD will get a share from the game provider. Half of the nearly 100 million yuan of revenue of QVOD in 2011 came from game intermodal transportation on the "fast play" platform.

1.2.2. Copyright Infringement

From 2013 to, QVOD was reported by the masses and complained by Internet companies led by Tencent due to piracy, copyright infringement and pornography, and was finally filed for investigation. In June 2014, Shenzhen market supervision and Administration Bureau proposed to be fined

260 million yuan for Shenzhen QVOD's suspected piracy and infringement. Since then, QVOD's performance has declined all the way.

1.2.3. Yellow Involved

In April 2014, according to the reports of the masses, the Beijing public security department launched a case investigation on the Internet dissemination of pornographic information by QVOD company in Shenzhen, and arrested several suspect. But the suspect Wang Xin fled. On May 15, 2014, the national "anti pornography and anti illegal" office reported that the QVOD company had the behavior of Disseminating Obscene and pornographic content information, and the circumstances were serious. According to relevant regulations, the Guangdong Provincial Communications Administration planned to impose an administrative penalty of revoking its value-added telecommunications business license. Meanwhile, QVOD's act of disseminating pornographic information is suspected of a crime. The public security department has already put in place a criminal suspect.

The public security department has taken criminal coercive measures for arresting criminal suspect Wang Xin, implemented online pursuit and issued a red arrest warrant through Interpol. On August 7, 2014, when Wang Xin entered a country from abroad, he was intercepted by the relevant authorities of that country. On August 8, the public security department escorted Wang Xin home. In September 24, 2014, Shenzhen Norway Technology Co., Ltd. was suspected of distributing pornographic goods for profit. Under the direct command of the Ministry of public security, after 5 months' careful investigation by public security organs, 5 main suspect such as Wang Xin were arrested. The case was recently transferred by Haidian Branch of Beijing Municipal Public Security Bureau to the procuratorial organ for examination and prosecution [1].

1.2.4. Sky High Ticket

On June 26, 2014, Shenzhen market supervision bureau issued a "sky high ticket" of 260 million yuan to Shenzhen QVOD Technology Co., Ltd. After receiving the administrative penalty, QVOD filed an administrative reconsideration, but was rejected by the Guangdong Provincial Copyright Bureau. QVOD filed a petition to the court to revoke the "most expensive administrative penalty for Internet copyright infringement in history". On December 30, 2014, the case was heard in Shenzhen intermediate people's court, which lasted two days. Due to the involvement of trade secrets, the case was not heard in public on the 30th.

1.2.5. Liquidation and Bankruptcy

On September 3, 2018, the national enterprise bankruptcy and reorganization case information network disclosed that the application for bankruptcy liquidation filed by Shenzhen Golden Asia Pacific Technology Co., Ltd. against Shenzhen QVOD Technology Co., Ltd. (hereinafter referred to as QVOD company) was ruled by Shenzhen intermediate people's Court of Guangdong Province and came into force immediately.

2. Reasons for Enterprise Failure

2.1. Fierce Market Competition, Losing the Opponent

In 2007, when the trend of smart phones was just sweeping, Wang Xin set her entrepreneurial direction as developing a

video playback software, using P2P technology to set up a video website solution, and named it fast broadcast. At that time, QVOD created a way of integrating local broadcasting and online broadcasting; It supports video playback in more than 400 formats such as Rmvp, Wmv, Asf, Avi, Mpg, MP4 and 3GP, and fast transcoding; Support BT seed file direct playback technology. In a word, wecast is a personalized playback software that integrates multiple functions, occupies small memory and strives for stability in a fast way.

At that time, the technology of QVOD was almost unmatched, and no software could be so professional. Therefore, with the leading advantages of technology and function, the number of users of wecast had exceeded 15 million by the end of 2008. After 2011, "QVOD" has become the player with the largest market share in China. In September 2012, the total installation volume of "wecast" has exceeded 300 million. In contrast, the number of Internet users in China this year was 538 million. But then, the major playback software broke through the video playback transcoding technology and smooth playback technology one after another. They kept optimizing the interface, enriching the content and making themselves bigger and stronger. As a result, the competition between video software became increasingly fierce, and more and more emerging software entered the vision of the majority of netizens. The newly listed video software not only has high technology, but also has beautiful pages and rich and novel content. Therefore, wecast has received a strong impact and its popularity has plummeted.

According to the surging news reports, when it comes to QVOD, Wang Xin said at the scene: "Of course, wecast is a failed product. I'm not here to say how good wecast is, and wecast is a failure. When I was working on the wecast platform, the number of small webmasters and film webmasters was very small, because there were no tools and platforms. If it was a profession and a business, it would be a niche industry. But later, when wecast had, after discovering the convenience of tools, the niche industry began to grow. In the later stage, there are 100000 webmasters of wecast, and 100000 are engaged in the service of film websites." In the fierce market competition, if the QVOD is not strong, the opponent will become a loser.

2.2. Piracy Endangers the Industry and Is Boycotted

P2P technology of wecast enables wecast software to obtain video resources from various channels and platforms. Although QVOD itself does not produce video content, its technology to obtain video content is very superb. Because of this, QVOD does not effectively regulate the video content. In fact, it is also difficult to have effective means to regulate. A large number of pirated videos spread by virtue of fast broadcast P2P technology, which has caused great harm to video manufacturers producing genuine content. As of March 31, 2013, 110000 video works (partially repeated) can be played in the wecast player, and about 50000-60000 different works can be accurately calculated, most of which are unauthorized pirated content.

The hidden danger of piracy is a hidden danger for the booming mobile Internet industry. Statistics show that in 2013, the number of users in China's mobile Internet market will reach 648 million, of which the development of mobile video industry is even faster. Up to now, the traffic of many major video websites from mobile has exceeded 40%. At the same

time, the chain theft and piracy mode of QVOD and other companies on the mobile terminal has been formed and launched, and its harm is far greater than that in the era of PC Internet. "If it is not contained in time, it will cause devastating damage to the fledgling mobile video industry chain." Relevant people of the anti piracy alliance expressed concern about this.

Since 2013, QVOD has been pirating the video copyright resources of other websites, involving hundreds of exclusive film and television works; Tens of thousands of copyright resources on multiple platforms have been broadcast quickly and a large number of chains have been stolen. As a result, the economic loss of copyright video industry is as high as hundreds of millions of yuan. At the same time, webcast also "cleverly" makes piracy more hidden through technical means. Among the various products it develops, operates or actually controls, it classifies, arranges, edits and recommends pirated film and television content, and provides pirated content through its product "Yunfan search". Due to repeated crimes, Shenzhen market supervision bureau finally officially filed a case against QVOD. After the trial of the market supervision bureau, it was decided that the webcast company invited others' legitimate rights and interests without permission, seriously disrupted the online video copyright order, and imposed a fine of 260 million yuan for its acts damaging the public interest.

Without the QVOD of pirated videos, some profit sources were lost soon, and the enterprise economy was overwhelmed. Webcast infringement, an act of harming others and not benefiting oneself, is to obtain benefits by misappropriating this bad means, touching the high-voltage line of the law. This not only caused QVOD to lose huge assets, but also damaged the industry atmosphere, resulting in the loss of the interests of other enterprises. The narrow ideas of the founders not only led to the decline of QVOD's reputation, but also directly pushed QVOD downhill.

2.3. Get Caught Up in Bad Habits and Break the Law

On April 13, 2014, the national anti pornography office, the national Internet Information Office, the Ministry of industry and information technology, the Ministry of public security and other four departments jointly issued an announcement to launch a nationwide special action to crack down on online pornographic information. With the deepening of the special action and the joint participation of the whole society, many pornographic websites have been investigated and dealt with according to law, relevant channels and columns have been closed, and many pornographic information has been deleted. The special action has achieved preliminary results. All sectors of society, especially students' parents and teachers, applauded the special action. They believe that online pornographic information has been banned repeatedly in recent years, which has seriously affected the physical and mental health of the people, especially children. In March 2014, relevant departments found a large number of pornographic videos in the monitoring of relevant applications and columns of QVOD company. On April 22, 2014, the QVOD technology Co., Ltd. in Shenzhen Nanshan gaoxinyuan was suddenly investigated by the police. According to reports from the masses, the QVOD company was suspected of spreading obscene information. On May 15, 2014, the office of the national anti pornography working group reported that in the process of providing Internet

information services, QVOD company had the behavior of Disseminating Obscene and pornographic content information, and the circumstances were serious. At the end of 2013, the Beijing Municipal Public Security and copyright department seized four servers managed by the express company and imposed a fine of 250000 yuan. After identification, more than 3000 pornographic videos are stored.

More and more people begin to use webcast to watch pornographic and obscene videos. It can even be said that many new users equate it with "watching pornographic films" when they first hear about webcast. The reason is that at that time, the supervision of China's Internet was not strong. Many video and audio websites attracted traffic and earned advertising fees by providing pornographic content, and the popular webcast web players were naturally regarded as their first choice because of their powerful P2P technology.

In the period of high demand for entertainment video, QVOD did not choose to enrich the entertainment video content of the software in a down-to-earth manner, but chose to seek the so-called petty profits through the despicable way of pornography. Although this behavior won some demand groups for QVOD, there are huge hidden dangers in the behavior of pornography itself, which is seriously harmful to the psychology of adults and the physical and mental health of teenagers. It also has a great impact on the social atmosphere, which has reduced the reputation of QVOD from heaven to hell.

2.4. Only Technology, Not Content, Ignoring Requirements

Wang Xin, the founder of QVOD, is extremely obsessed with technology. The development of QVOD software takes the development of the player with the highest technology as the starting point, takes "technology gives more imagination to entertainment" as the mission, widely absorbs the cutting-edge technology in the field of scientific and technological information, and creatively develops its own core technology. Provide users with high-quality entertainment products, and constantly surpass users' imagination and expectations. The wisdom, technology and resources of the team are only for one goal - to dynamically grasp the needs of users.

At that time, QVOD developed P2P advanced technology, which supports the original network instant stream receiving and playing technology in more than 10 formats such as Rmvp, Wmv, Asf, Avi, Mpg, MP4 and 3GP, supports the direct playback of BT seed files, supports the arbitrary drag and drop during the playback of P4P streaming media, supports the control of network data flow, efficient NAT and firewall penetration, helps intranet users speed up the transmission speed, and supports DHT network, When you can't connect to the tracker server, you can also get data. The software is small and exquisite. The optimized installation package is only more than 1m, which takes up very little system resources. You can use multithreading technology to receive and integrate streaming media data. It's not difficult to see that the technology conquered by webcast really had an obvious leading advantage at that time, and webcast was naturally in a favorable position at that time. However, Wang Xin's team dedicated to technology research and development almost ignored the optimization of content - only technology, not content.

Users' demand for content is as strong as technology. Webcast only focuses on technology, and the focus on content is divorced from users' demand. In contrast to the growing

video software: Tencent video, IQIYI, Youku video, etc., they not only have a smooth viewing experience, selectable clarity, strong download space, but also actively look for sponsorship opportunities. They rely on rich independent dramas and independent variety shows to seize the traffic password and attract a large number of customers. The gradual loss of QVOD customers and the lack of video copyright of the company have embarked on the road of stealing copyright, which are due to the initial neglect of content and market demand.

3. Market Analysis

3.1. Market Environment Analysis (SWOT Matrix Analysis)

3.1.1. Strengths

(1) Resource advantages: it was established in 2007. In the early stage of its establishment, it was positioned as a high-tech company with the development and application of network streaming media technology as the core, so the resources accumulated by the company in the early stage are relatively rich. (2) Technical advantages: QVOD technology announced the multi platform and cross terminal strategy, and high-profile released the Android version of its player brand QVOD, which makes the QVOD cross platform strategy more complete, and its own platform advantages can also provide good and reliable technical guarantee. (3) Communication advantages: it has QVOD player and QVOD streaming media server, cooperates with content providers of TV stations, radio stations and program production centers all over the country, and provides channels for users to upload resources privately, which greatly enriches the content and communication channels of the QVOD platform. (4) Audience advantage: it integrates a new playback engine and also provides free online on-demand. It has the characteristics of low resource occupation, simple operation, high operation efficiency and strong expansion ability. It has become the most popular universal player in China with high audience and very popular. (5) capital advantage: after the bankruptcy capital settlement of the former platform, the new company has obtained another 200 million angel investment.

3.1.2. Weaknesses

(1) Reputation disadvantage. There are rumors about webcast technology, and there are relevant information about violations of laws and regulations inside the platform, which has greatly reduced the number of followers in recent years, seriously damaged the reputation of the platform, and made it difficult to reshape the value of the platform. (2) Organizational structure disadvantage. After the storm, the QVOD team is in a state of survival in name only, and the employees in the organization are fragmented: job hopping, independent development, selling hardware to other companies, etc. it is difficult to reshape the internal structure of the organization. (3) Insufficient investment in operation. The new company established after the re integration of QVOD has little publicity, which is difficult to stand out in the current highly competitive industry of streaming media development, and the internal operation module of the enterprise is also relatively old. (4) Insufficient cost input. The platform still supports users to upload files and video information spontaneously, which will lead to increased supervision of audit, more accurate labor cost and supervision degree, and insufficient cost investment will lead to insufficient supervision and increased risk.

3.1.3. Opportunity

The customer base of VOD industry is expanding. Transfer skills and technologies to new products and new businesses to serve a larger customer base. The barriers to market entry in the industry have been reduced. The market demand grows strongly and can expand rapidly. The overall market is affected by the epidemic and customer demand is increasing.

3.1.4. Threats

Now it seems to have entered the transformation and adjustment period of the video on demand industry. All online video platforms are facing more arduous challenges. The national government has become more and more strict in the norms of short video on demand, and the requirements are higher and higher. Finding new breakthroughs and good and healthy profit models has become the top priority of all major video on demand platforms. The main possible threats are: the rapid development of major video on demand industries and intensified competition. The impact of the live broadcasting industry has increased, seizing market share. The rise of short video may reduce market demand.

3.2. Target Market, Positioning and Segmentation (STP Analysis)

3.2.1. Market Segmentation

Overall, in recent years, China's network long video users and market scale have continued to grow. In 2020, China's network long video users reached 872 million, mobile phone long video users reached 870 million, and the market scale reached 119.72 billion yuan. Domestic online video platforms are divided into three echelons. Iqiyi, Tencent and Youku under the Internet giant are in the first echelon, and active users are in the forefront; At present, the profit model of online video platform has gradually shifted from the original advertising investment income to the member payment model. Considering that there is a certain conflict between the content of member payment rights and advertising, the platform will take member payment as the main source of income in the future.

The first echelon is led by IQIYI, Tencent video and Youku, respectively backed by the three Internet giants Baidu, Tencent and Alibaba. The cost of platform content is large, and the active users are in the forefront. The second tier includes characteristic video platforms represented by mango TV and BiliBili. The former is backed by Hunan Satellite TV and has exclusive high-quality variety content, while the latter has attracted a fixed user group through the "secondary" culture. The third echelon, represented by PP video, Sohu Video and Migu video, mainly takes the differentiation route. For example, PP video focuses on sports content. Due to the relatively small overall capital investment, it is difficult for the platforms of the first two echelons to compete.

3.2.2. Targeting

(1) Target user. It is understood that nowadays, teenagers aged 18-24 are still active in various video on demand platforms. The user scale has maintained steady growth in recent five years and the industry has developed steadily.

(2) Target market. Technological innovation in the new era, such as the arrival of 5g, has brought great opportunities for the development of video on demand industry. Video on demand platform should comply with the development trend, strengthen technological innovation and expand competitive advantage. It can empower the platform with technology,

obtain heterogeneous resources through 5G, virtual reality, artificial intelligence and other technologies, and become a breakthrough point to retain old customers, develop new customers and expand profits. Diversified real-time interactive functions accelerate the development, and the on-demand platform can realize the possibility of arranging more services through technology.

3.2.3. Product Positioning

Video online demand platform gradually integrates the new era development mode, and the "Internet plus" and "user +" mode develops rapidly. In the future, the business model in the industry is bound to continue to expand to subdivided fields, more video user payment models will be gradually launched, the commercial value of the video on demand industry will be further developed, and the verticality of content will be more obvious. In the future industry competition, the diversified development of high-quality content and forms in the platform will be adopted to meet the diversified needs of users. On the one hand, it will meet the development theme of the times, continuously better carry forward and export the excellent traditional Chinese culture, closely combine with the national trend, and output high-quality video creation that is more in line with the love of young people. On the other hand, it will also improve the defects existing in the platform and continuously improve the experience and satisfaction of users.

4. Enterprise Revival Strategy

4.1. Precise Market Positioning and Tapping Core Competitiveness

4.1.1. Vision Determines the Way Out, And Pattern Determines the Future

The vision and pattern of entrepreneurs determine the future development of enterprises. The ancients said that those who do not seek the overall situation are not enough to seek a domain; He who does not seek eternity is not enough to seek a moment. The decision-making, judgment and thinking mode of entrepreneurs are very important for the development of enterprises.

Wang Xin, founder of QVOD, also reflected on: "Many people think that QVOD is successful because it has 400 million users, but I think QVOD is a failure because its vision is too small. Any entrepreneur or any person's life must choose a very positive energy and great vision. Even if he doesn't succeed, I think his life is also successful. At that time, QVOD's vision was just to let everyone watch movies for free, which is very important I think this vision may be a little smaller. So I think even if it has a large number of users, it can't go far after all, and its ultimate failure is inevitable. So if I want to start a business, I'd rather choose something that is not successful, but has a great vision, is very helpful to people and is very helpful to social progress. In this way, it is perfect and progressive for my life. Webcast this venture, the biggest gain for me is to make me more mature. I am not born an entrepreneur. I can only write code, but also understand operation, finance and management. The biggest difficulty in this process is how to grasp the boundary. Innovation needs to step on the boundary and find areas that others have not found, but any trampling on the boundary must be accompanied by the recognition of rules and laws. We should make the best use of the long-term advantages of technology and make the greatest contribution to the society [2].

4.1.2. Optimize Incentive Structure and Pay Attention to Content Quality

In addition to increasing R&D investment, enterprise core technology R&D also needs to take comprehensive incentive measures to improve the intensity of incentive and optimize the incentive structure. In particular, organizational incentive and spiritual incentive should be strengthened to ensure that talents have high innovation motivation. High innovation enterprises should create a loose internal organizational environment, reduce unnecessary institutional constraints and improve the innovation efficiency of employees. Team leaders should constantly improve their knowledge and skills of organizational incentive and spiritual incentive, improve the supply of organizational incentive and spiritual incentive, constantly optimize the incentive structure and improve the total effectiveness of incentive. At the same time, team leaders should strengthen the communication and communication with employees and establish a good informal relationship, which is conducive to the management of pressure and the improvement of incentive efficiency. While adopting saturation incentive, we also need to improve the goal and pressure of innovation, avoid the high welfare trap after the accumulation of resources and deviate from the incentive goal, and ensure that the incentive is used to improve the motivation of core technology innovation and technology accumulation.

Users' demand for content is as strong as technology. They need to pay attention to market demand and content quality. They can't be separated from users' demand and create enterprise characteristic culture. QVOD not only needs to have a smooth viewing experience, alternative clarity and strong download space, but also actively look for sponsorship opportunities. Relying on rich independent dramas and independent variety shows to seize the traffic password, it has attracted a large number of customers.

4.2. Protect Intellectual Property Rights and Reject Infringement and Piracy

4.2.1. Strengthen the Awareness of Property Rights and Reduce Operational Risks

Once QVOD was a typical representative of P2P technology. The most profound impression of Internet users was that all kinds of new dramas and films, especially hot dramas and hot films, were updated quickly. However, behind this, in fact, it corresponds to the crazy theft of the copyright of market subjects such as video websites. The reason why webcast fails is that its piracy endangers the industry. For the theft of webcast, many giants in the online video industry finally couldn't bear it and chose joint rights protection. On November 13, 2013, dozens of genuine video websites and copyright owners such as LETV, Sohu Video and Tencent video launched a joint action against online video piracy in China and filed legal proceedings against QVOD and other companies. On December 30, 2013, the State Copyright Administration and other four departments issued a circular on the "sword net action" to crack down on internet infringement and piracy, imposed an administrative penalty of 250000 yuan on QVOD and ordered it to stop the infringement [3].

QVOD technology should strengthen the awareness of copyright. In short, the awareness of copyright is to respect the necessity of labor success. In order to improve the awareness of copyright, we must first know the value of labor, the difficulty of labor, and the difficulty of labor from the

bottom of our heart. Then, refuse to provide pirated film and television resources and respect the copyright of other platforms.

4.2.2. Implement Efficient Supervision and Eliminate Hidden Dangers of Piracy

Faced with the problem of piracy, QVOD has taken a series of actions to fight and evade supervision. Cover up the fact of infringement by changing web design and other means, and secretly promote and disseminate its infringing content. For the copyright owner's complaint, QVOD has also planned two sets of schemes. The strict scheme is to take the existing way offline for two weeks. The loose way is to require the obligee to provide an accurate URL to be deleted. After QVOD gets the complaint URL, it will replace it with a new URL to continue the infringement. If the OBLIGEE complains again, the relevant video, offline search and 360 search will be removed in turn according to the severity level, and there will be no playback resources for the time being. Thus, QVOD's perfunctory, indifference and even acquiescence to the problem of piracy and infringement. Therefore, QVOD should abide by the bottom line of profession and regulations, respect copyright issues and the labor achievements of others, neither provide pirated resources, but also bear its own social responsibility, shut out pirated content and not be an "accomplice" of Pirates [4].

4.3. Comply with Laws and Regulations and Create A Health Network

4.3.1. Standardize Enterprise Rules and Regulations and Prohibit Exceeding the Legal Red Line

"There is no place without rules". Rules and regulations and labor discipline are particularly important for an enterprise. However, many enterprises' illegal and non-standard behaviors in the process of formulating rules and regulations lead to legal risks, and the rules and regulations can not play their due role. Rules and regulations are the internal "law" of the employer, which runs through the whole employment process of the employer. They are the basis for the implementation of enterprise post management and standardized workflow, and an important guarantee for the stable, smooth and efficient operation of the enterprise. QVOD needs to constantly standardize and improve enterprise rules and regulations, and publicize and inform employees in time.

Publicity methods of rules and regulations: (1) issuance of employee manual (signed and received by employees). (2) Internal training method (including: training time, place, training content of participants and attendance of participants). (3) Labor contract agreement law. (4) Examination method (open or closed book). (5) Circulation method. (6) Terms and conditions stated in the entry registration form. (7) Consultation method.

In the modern competitive market environment, companies should be concerned about the maximization of long-term profits. Stakeholders such as shareholders, employees, consumers, creditors, communities, governments and the environment should be regarded as important variables in the cost-benefit analysis of the company. Whether the company implements social responsibility behavior or not is based on the company's own cost-benefit balance. Due to the differentiation and multi-level pursuit of interests between the company and its stakeholders, it can not only rely on social appeal, public opinion publicity or entrepreneur moral conscience discovery to encourage enterprises to implement

social responsibility behavior. These measures are sometimes effective, but they are not universal laws and will not be lasting, The importance of the legal system can be highlighted. Law is the minimum morality. Legislation on corporate governance, labor safety, pollution control, consumer protection, taxation and other aspects is not only the minimum moral requirement of society for companies, but also a mandatory legal obligation. If the company violates, it must bear corresponding legal liabilities.

4.3.2. Strengthen Supervision and Reject Pornographic Websites

The reason why QVOD quickly swept the country in that year is that when the film and television station just started, a QVOD was born. Its advanced concept uses powerful P2P technology. Its characteristics are that the more people play, the more traffic is quickly accepted by the majority of users. However, on the road of trying to diversify QVOD, such as "fun" game platform and "QVOD big screen", it is always difficult to escape the shackles of "piracy and pornography". Wang Xin, the founder of QVOD, also admitted that there is a problem with this model. It can not be fundamentally solved. It is precisely because the top management of QVOD ignored or even connived at this phenomenon that on November 13, 2013, Youku Tudou group, Sohu Video, Tencent video and LETV jointly launched the "China online video anti piracy joint action", and QVOD became the target of public criticism. At the end of 2013, the webcast was named at the press conference of "sword net action" jointly launched by the four central ministries and commissions to combat internet infringement and piracy. Finally, on the morning of September 13, 2016, four defendants, including Shenzhen express broadcasting company and its supervisor Wang Xin, were sentenced in the first instance of Beijing Haidian District People's Court on suspicion of spreading obscene articles for profit. Shenzhen express broadcasting company committed the crime of Disseminating Obscene Articles for profit and was fined 10 million yuan; The defendant, Wang Xin, the legal representative and CEO of QVOD company, committed the crime of Disseminating Obscene Articles for profit and was sentenced to fixed-term imprisonment of 3 years and 6 months and fined 1 million yuan. On December 15, 2016, after the judgment of the first instance of the case of spreading obscene articles for profit was pronounced by Guangdong Shenzhen Express Technology Co., Ltd. and Wang Xin, Wu Ming, Zhang Kedong and Niu Wenju, the defendant Wu Ming of the original trial refused to accept and appealed. This morning, the Beijing No. 1 Intermediate People's court publicly announced the judgment of the second instance of the case. The court ruled to reject the appellant Wu Ming's appeal and upheld the original judgment. Since the three can truthfully confess the facts of the crime and voluntarily plead guilty during the second trial and the second trial of the first instance, they can be given a lighter punishment at their discretion [5]. QVOD technology needs to strengthen supervision, strengthen the control of users' browsing websites, intercept and stop them in time, actively respond to the call of the state to eliminate pornography and illegal publications, and stabilize its foundation, so as to stabilize the resource base of its own platform on the basis of not violating the law.

4.3.3. Carry Out Public Welfare Activities and Transfer Social Positive Energy

In the process of enterprise development, it is always inseparable from the help and support of national policies and

all sectors of society. Therefore, as an enterprise, giving back to the society is not only a social responsibility, but also a social responsibility. Excellent enterprises know how to think of the source when drinking water, and know the truth of "the grace of a drop of water should be reported by a gushing spring". Therefore, while providing products and services to consumers, they will also continue to move forward on the road of social welfare, repay the society and make the recipients feel the care of the society at all times.

In terms of social public welfare undertakings, QVOD should not forget its original intention, always walk in the front of the industry, and win the recognition of the industry and consumers through a variety of public welfare activities. On the one hand, QVOD needs to fully launch the benefit project. It is hoped that through public welfare activities, it can help poor children with severe hearing impairment implant cochlea and help them return to the sound world. It can also form a one-to-one help pair with poor children with diseases to help them complete one-year rehabilitation training. Such activities have continued. Through this modest effort, more children in the society can get love from the society and let them better face their future life. On the other hand, QVOD can carry out a number of charitable and public welfare activities, such as organizing rural children to participate in exploration, learning and education activities to bring children different education and knowledge. Through these public welfare activities, many social vulnerable groups have been rescued, and more enterprises and social caring people can also be attracted to join [6].

4.4. Optimize Management Structure and Strengthen Transformation and Upgrading

Enterprise transformation and upgrading is a problem that any enterprise must face on the way to success, because the brand market is not invariable, it is constantly changing every day, and the needs of consumers are constantly updated. The traditional enterprise operation mode can not meet the needs of today's brand market. Therefore, enterprise transformation and upgrading has become the key for enterprises to win the market.

4.4.1. Improve Service and Optimize Management Structure

The competition in the brand market is fierce, just blindly focusing on the quality and price of products, which has been unable to realize the rise of the brand. Improving the service of enterprises has become a major breakthrough in the brand market, widely establish the awareness of enterprise service, and form a service mode of actually working for enterprises through the mutual cooperation between various functional departments, so as to achieve the purpose of optimizing the management structure of enterprises.

4.4.2. Expand Thinking and Innovate the Mode of Competition

Innovation is the key to the transformation and upgrading of enterprises. Without innovation, there will be no breakthrough. We will strive to give full play to the main role of enterprise innovation and promote the transformation of scientific and technological achievements into real productive forces through active guidance and assistance. Break the traditional barriers of enterprises through innovation and realize the breakthrough of brand.

4.4.3. Break Down Barriers and Rebuild Organizational Structure

Breaking departmental barriers, realizing personnel mobility and reconstructing industrial organization structure are important contents to realize enterprise transformation and upgrading. By strengthening innovation construction, taking the development of modern service industry as the strategic focus of industrial structure adjustment, and establishing a multi-level, multi-channel, multi-functional and socialized service network for various enterprises, we can create a series of innovative enterprises with innovation autonomy.

5. Summary

When it comes to QVOD, everyone should know. If QVOD was okay, there will be no major video platforms such as Youku, Iqiyi, Tencent tiktok, Sohu video, etc., but there is no chance for such short videos as shaking and norming. Throughout the whole development history of webcast technology, in the past seven years from the amazing appearance to the disastrous defeat, Wang Xin's webcast technology has not been worse in terms of resources, popularity or money. However, in this highly competitive industry, there are still many defects, which eventually led to the tragic outcome of bankruptcy liquidation and had no choice but to exit. The era of QVOD has ended, and the once "otaku Gospel" no longer exists. The lessons learned by Wang Xin and QVOD can be summarized as follows: (1) only legal compliance can ensure long-term stability. The two original crimes that led to the failure of QVOD - "pornography related" and "piracy" have seriously violated the law. The law is sacred and inviolable. Everyone must be equal before the law. QVOD knows the law and breaks the law, and is severely punished. In the end, it is bound to embark on the routine of decline. (2) Only when the goal is ambitious can we have a comprehensive audience. The founder of QVOD had a single goal of "doing well in technology", which led to the abnormal development of QVOD and finally failed. (3) Only by grasping the demand can we reap both fame and wealth. During its development, QVOD did not comprehensively analyze the market demand at that time, did not grasp the pain point, developed incomplete and incomplete products, divorced from the market, and blindly made products according to its own preferences, which will eventually make the enterprise surpass and replace by its peers.

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