

# SWOT Analysis of the Strawberry Music Festival: Assessing Internal and External Market Environment in the Chinese Market

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**Abstract:** Through an in-depth SWOT analysis of the Strawberry Music Festival, one of the most influential music festival brands in China, the typical characteristics of the main players in the domestic music festival market and the market environment faced by these market players are revealed. The diversity of music styles, the preferences of young consumers and the multi-regional coverage of music festivals are identified as the typical competitiveness of music festival brands, while the further application of electronic technology in live performances and the growing influence of overseas singers are new trends and opportunities in the music festival market. On the other hand, the analysis points out that the ability to control weather risks, the ability to control quality in different regions and the ability to control operating costs are shortcomings of Strawberry Music Festival, which deserves the attention of other market participants. At the same time, the growing concerns about personal and property safety in society and the participation of more competitors are becoming major market threats. While giving more support to the cultural industry, national policies have also put forward higher requirements for the approval, ticketing and on-site control of music performances, which promotes further competition in the market. Due to the singleness of the research object, future research should supplement the research on different types of music festival brands to obtain a more comprehensive insight into the Chinese music festival market.

**Keywords:** Chinese Music Festivals; SWOT Analysis; Internal Environment; External Environment; Strawberry Music Festival.

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## 1. Introduction

Music festival refer to a music-themed activity held in the form of temporary music performance for several days or weeks in a specific city within a specific time period. As the government places increasing emphasis on music festivals, these events have come to symbolize city image, becoming a soundscape for urban promotion and exerting a profound influence on urban cultural development. Not only do they possess a variety of unique characteristics, but they have also gradually become a lifestyle choice for contemporary youth, serving as a significant outlet for emotional expression and cultural identity. Tracing back to the history of Chinese music festival, the first “Xi Li Jie Pai 99 Summer Music Festival” held in Beijing in 1997 was the first outdoor music festival held by the Chinese people (Li, 2024). The appearance of Midi Music Festival in 2000 marked the beginning of Chinese outdoor music festival in the true sense and broke the silence in the early 21st century. Since 2005, Chinese outdoor music festivals have entered the market-oriented mode and Strawberry Music Festival and Taishan Music Festival have appeared one after another. The early outdoor music festival in China was dominated by rock music and then the comprehensive outdoor music festival gradually became the mainstream, covering jazz, rap, pop and other music forms (Li, 2024). In 2009, Strawberry Music Festival made its debut in Beijing and with its unique brand culture and lifestyle definition, it quickly won a wide audience base. In the past 15 years, Strawberry Music Festival has held hundreds of events all over the country and its brand influence and market awareness are increasing, become one of the most influential

domestic music festival brands (CNR, 2020). In recent years, the audience of music festivals has shown a significant trend of diversification and rejuvenation. Especially in 2023, with the easing of the pandemic and the resumption of live performances, the number of audiences of the music festival has increased greatly. More and more young people regard the music festival as a social activity and cultural experience. Music festivals have not only become a gathering place for music lovers, but also attract a large number of ordinary audiences seeking novel experiences.

When the age, consumption concepts and habits of music festival consumers are changing, in order to cope with market uncertainty and provide music festival experiences that meet consumers' expectations, music festival organizers need to conduct a profound analysis of their own conditions and market environment in order to make the most sensible market decisions. Therefore, this essay selects Strawberry Music Festival as the research object, which has a great influence among today's young consumer groups in China, to reveal the typical characteristics of the main players in domestic music festival market and the complex market environment. In terms of analysis methods, this essay uses McKinsey's SWOT analysis tool, which is beneficial for organizations to gain insights of their strengths, weaknesses and external environment thus to focus their resources and actions on their own advantages and where market opportunities are most abundant (Benzaghta et al., 2021). Ultimately, this essay aims to reveal the current situation and development characteristics of the Chinese music festival market by understanding the internal and external conditions of Strawberry Music Festival.

## 2. Internal Environment Analysis by SWOT

In SWOT analysis, "S" stands for "Strengths" and "W" stands for "Weaknesses", which together constitute the internal environment analysis. (Benzaghta et al., 2021). The internal environment analysis of Strawberry Music Festival indicates that its strengths including brand characteristics, multi-city hosting and strong star lineup. Through these strengths, Strawberry Music Festival has continuously consolidated its market position, attracted loyal audiences and established a good reputation in the music industry. On the other hand, the main weaknesses of Strawberry Music Festival are insufficient ability to manage weather risks, lack of consistent quality control in multi-city implementations and rising pressure of operating cost.

### 2.1. Strengths

#### 2.1.1. Brand Characteristics

Strawberry Music Festival has strong brand influence in China, which is largely due to its brand culture and unique publicity methods. Its strengths lie in its diversified music style and national geographical coverage. It not only covers folk songs, electronics, pop, hip-hop, rock, metal and other music types, but also successfully expands its activities to the whole country, attracting millions of audiences to participate and becoming a well-known music brand in China and even the world (CNR, 2020). Innovation is the core driving force for the sustainable development of Strawberry Music Festival. In terms of supporting facilities and commercialization, Strawberry Music Festival has made a series of innovative attempts, making it a unique popular element among young people. Every year, the theme of the event and poster design have successfully shaped a unique brand image with their innovative ideas and visual impact. For example, in 2021, the poster with the theme of "RE" adopted a flat design style, conveying the idea of restarting and releasing pressure. In 2023, the poster with the theme of "Still" used visual expansion to create a pleasant visual impact. The annual theme and visual design of Strawberry Music Festival not only attracted the extensive attention of young people, but also gradually became a cultural symbol in their hearts. Every year, the theme poster has attracted the audience with its uniqueness and become an important part of publicity. These strategies not only consolidated the position of Strawberry Music Festival in young people's life, but also injected profound cultural connotation into the festival, reflecting its brand image as a pioneer of music culture.

#### 2.1.2. Multi-city Implementations

Strawberry Music Festival, as a major event in the field of music culture in China, has successfully held more than 140 events since its establishment and its influence spans 47 distinctive cities such as Beijing, Guangzhou and Xi'an (Luo, 2024). The popularity of this music festival brand is largely due to its unique multi-city hosting strategy. Strawberry Music Festival at each station digs deep into the local culture, skillfully blending music with urban characteristics and creating a unique audio-visual feast. Taking the 2024 Xinjiang Strawberry Music Festival as an example, the organizers have carefully set up a number of stalls at the entrance, which not only provide Xinjiang special foods such as mutton kebabs and spicy food, but also provide bazaars and punch-in areas, so that tourists from afar can enjoy the music and experience the customs of Xinjiang in depth (Wang & Guo, 2024). This

combination of local characteristics not only enriches the experience of tourists, but also promotes the development of local economy. Similarly, the 2023 Guilin Strawberry Music Festival coincided with the traditional Dragon Boat Festival in China. While enjoying music, tourists can also taste the special snacks in Guilin and watch the traditional activities of Dragon Boat Festival. This combination of culture and music made the tourism income of that year increase significantly by 68.88% compared with that of 2019 and the total income reached RMB 1.672 billion (Li, 2023), which fully demonstrated the positive role of cultural activities in promoting the local economy. In the 2020 Chengdu Strawberry Music Festival, the setting of the "Chengdu Stage" section covers intangible cultural heritage activities such as cultural creation, overseas shopping and manual experience, so that fans can feel the unique charm and profound heritage of Chengdu's intangible culture while participating in the music festival (Gao & Zhang, 2020). Such cultural experience in the mode of multi-city hosting not only increases the attraction of music festivals, but also provides a new platform for the inheritance and innovation of traditional culture. These examples indicate that the mode of "music + new consumption" displayed by Strawberry Music Festival in different cities not only brings colorful sensory experience to fans, but also makes positive contributions to the cultural promotion and economic development of cities. Strawberry Music Festival in each city attracts tourists with its unique freshness and innovation, which not only promotes its sustainable prosperity and diversified development, but also becomes an important force to promote urban cultural exchange and integration.

#### 2.1.3. Strong Star Lineup

Strawberry Music Festival has been successfully held for many years and its strong star lineup is one of the key factors. Each music festival featured popular stars and singers from local and surrounding areas, which greatly enhanced the audience's willingness to buy tickets. For example, in the 2024 Foshan Strawberry Music Festival, famous artists such as Phoenix Legend, Lin Youjia and Zhou Baihao were invited; the 2024 Xinjiang Strawberry Music Festival welcomed Second-hand Roses, Zhao Lei, Five People and so on. Since 2013, Strawberry Music Festival has introduced overseas singers, including Travis (a britpop band) and Shame (a British band). The participation of these international artists has further enriched the connotation of the festival (China Music Finance, 2024). The performance brought by Phoenix Legend at Strawberry Music Festival in 2024 proved that the participation of star singers can guarantee the box office of the music festival. Even if the ticket price is increased, a large number of loyal fans will still be willing to buy tickets to support it under the influence of star singers. Therefore, the participation of star singers can increase the publicity of Strawberry Music Festival and their influence is far beyond ordinary music activities. Its own communication power enables Strawberry Music Festival to be effectively spread in a short time and this is undoubtedly a boost point for Strawberry Music Festival.

## 2.2. Weaknesses

### 2.2.1. Insufficient Ability to Manage Weather Risks

As an open-air activity, Strawberry Music Festival is inevitably affected by weather conditions. Adverse weather not only poses a threat to the normal activities, but also may bring hidden dangers to the experience and safety of

participants. It is proven that Strawberry Music Festival has insufficient ability to manage weather risks. For example, during the 2024 Fuzhou Strawberry Music Festival, the sudden strong convective weather brought great challenges to the organizers and fans. Although the music festival finally went smoothly, the chaos of the venue and the damage of equipment seriously affected the fans' experience and also brought great economic losses to the organizers (Straits Metropolis Daily, 2024). This incident highlights the need for organizers to have sufficient foresight and response measures for weather changes in the planning and implementation process.

### **2.2.2. Lack of Consistent Quality Control in Multi-city Implementations**

With the promotion of the "music + cultural travel" policy (National Development and Reform Commission of the People's Republic of China, 2023), Strawberry Music Festival began to expand to second- and third-tier cities. However, the differences in cultural background, infrastructure and resource allocation in different cities led to significant inconsistency in the experience of fans in different cities. Strawberry Music Festival held on first-tier cities generally provided better music festival experience because of their perfect infrastructure and convenient transportation and accommodation conditions. In contrast, Strawberry Music Festival held on second- and third-tier cities had deficiencies in hardware facilities and service packages, which not only affects the overall satisfaction of fans, but also may have a negative impact on the brand image and reputation of Strawberry Music Festival, which reflects the lack of consistent quality control in multi-city implementations.

### **2.2.3. Inefficient Control of Operating Expenses.**

With the increasing popularity and participation of Strawberry Music Festival, its operating cost is also rising. Relevant statistics show that the ticket price of Strawberry Music Festival has increased by 5.8 times compared with the original one and 1.6 times that of five years ago (Jia, 2024). The increase in cost is mainly due to the increase in expenses for hardware facilities, venue and equipment leasing and artists' performances. In particular, artists' appearance fee accounts for a large part of the performance cost and has shown a significant upward trend in recent years (Zhou et al., 2023). Taking the 2024 Wuhan Strawberry Music Festival as an example, in order to attract more audiences, the organizers had to invest heavily in the invitation of artists, which undoubtedly increased the burden of operation. In order to balance the cost and income, the organizers had to increase their income by raising the ticket price, seeking the cooperation of advertisers, setting up market stalls and selling peripheral products.

## **3. External Environment Analysis by SWOT**

In SWOT analysis, "O" stands for "opportunities" and "T" stands for "threats", which together constitute the external environment analysis (Benzaghta et al., 2021). From the external analysis of Strawberry Music Festival, it is clear that the growing influence of multiculturalism has brought further support from national policies, while digital technology is bringing more and richer experiences to the music festival. Besides, globalization has brought more diverse music demands, providing a solid foundation for music festivals to

attract more consumers through overseas singers. On the other hand, Strawberry Music Festival is facing threats from the growing concern of personal and property safety in society as well as increasingly fierce market competition from other brands and higher standards of policy control over live performances.

## **3.1. Opportunities**

### **3.1.1. National Policy Support**

In recent years, the Chinese Government has continuously increased its support for the cultural industry, especially the promotion of the "music + tourism" model (National Development and Reform Commission of the People's Republic of China, 2023), which has provided strong policy support for the development of the music festival. In 2023, the National Development and Reform Commission (2023) clearly pointed out that the "music + cultural tourism" model can attract a large number of people in a short period of time, promote the consumption of cultural tourism and enhance the cultural attraction of the city. These measures reflect the importance that the Chinese government attaches to music culture, and many local governments have also begun to enhance the attractiveness of the city through music culture. It is a very favorable opportunity for the music festival economy to spread the image of the city through music festivals. The successful case of Changsha Strawberry Music Festival is an example supported by this policy, which not only attracted more than 400,000 audiences, but also stimulated nearly RMB 10 billion in economic benefits and attracted many sponsors to join, achieving a mutually beneficial and win-win situation (Li, 2023). This policy support and political attention make music festivals play an important role in promoting urban economic development, enhancing urban image and attracting tourists.

### **3.1.2. Digital Development**

With the continuous progress of science and technology, digitalization has become an important force to promote the development of music festivals. Specifically, with the increasing popularity of short video, webcasting and VR technology, music platforms and music festival organizers have identified the potential market value of derivative webcasting, and formed a brand-new industrial chain in the Internet era through online and offline linkage (Pahading, 2017). In 2016, Modern Sky took "Virtual Reality" as the theme of Strawberry Music Festival and discussed the lifestyle of young people, realizing the closed loop between virtual content and real scenes. In 2022, the Virtual Strawberry Music Festival launched by Modern Sky broke the traditional online viewing mode and provided users with a more immersive experience by creating a brand-new virtual artist and AR experience. The organizer of the 2023 Beijing Strawberry Music Festival used the VR version to broadcast live, and the number of hits was 17 times that of the day, reaching more than 680,000 times (Pahading, 2017). This combination of virtuality and reality not only enriches the user's experience, but also broadens the audience scope of the music festival and provides new possibilities for the digital development of Strawberry Music Festival.

### **3.1.3. International Development**

Under the background of globalization, internationalization has been an important direction for the development of music festivals. In March 2023, the Ministry of Culture and Tourism resumed the acceptance and approval of foreign-related commercial performances, and the door for

overseas artists to perform in China was reopened (the Central People’s Government of the People’s Republic of China, 2023). The Chinese performing arts market, which has been silent for three years due to the pandemic, has seen the introduction of overseas artists as a new force in the offline performance industry. The participation of overseas artists is a “sharp weapon” to increase turnover in terms of influence and economic benefits. As one of the most influential IP music festivals in China, Strawberry Music Festival has become an important platform for overseas musicians to enter the Chinese market. At the 2013 Beijing Strawberry Music Festival, the participation of Travis was a microcosm of international development. In recent years, with the deepening of international communication, more and more overseas musicians come to China to perform, which not only enhances the international influence of Strawberry Music Festival, but also creates more benefits for the digital music platform. According to China Music Finance (2024), as of April 30, 2024, the number of overseas musicians subscribed by QQ Music and NetEase Cloud Music users has increased significantly and the number of NetEase Cloud subscribers of the Hangzhou Strawberry Music Festival has reached 1.577 million. This shows that the increasing demand of Chinese fans for diversified music delivers a good opportunity for overseas musicians to enter the Chinese market and Strawberry Music Festival is expected to serve as an important bridge for them to communicate with Chinese fans.

## 3.2. Threats

### 3.2.1. Growing Concerns of Personal and Property Safety

As a large-scale public activity, Strawberry Music Festival attracts many musicians and audiences, which undoubtedly increases the risk of personal and property safety. The incident that the security guard hit people in the 2018 Wuhan Strawberry Music Festival is a typical case. It not only aroused widespread public concern, but also exposed the loopholes in the safety management of the music festival (Yang, 2018). In addition, the unauthorized discharge of cold fireworks also posed a serious threat to the personal safety of fans. The gang theft in the 2021 Fuzhou Qishan Lake Strawberry Music Festival directly led to the property loss of fans (Straits Metropolis Daily, 2021). These incidences not

only damaged the brand image of Strawberry Music Festival, but also affected the willingness of potential participants to participate and reduced the participation experience of fans.

### 3.2.2. Competition from Other Music Festivals

With the increasingly fierce competition in the music festival market, Strawberry Music Festival is facing great challenges from other music festival brands. Other music festival brands, such as Midi Music Festival and Cactus Music Festival, have returned strongly in the economic recovery after the pandemic and competed with Strawberry Music Festival for market share. In addition, some brand businesses even directly enter the music festival market and seize market share with low price strategy, which poses a direct threat to the survival of Strawberry Music Festival. The difference in ticket prices between music festivals has also impacted the ticketing trend of Strawberry Music Festival. Faced with such market competition, Strawberry Music Festival needs to deeply analyze the market demand and competition pattern and constantly innovate and develop to maintain its market competitiveness.

### 3.2.3. Influence of National Policies

National policies have both support and constraints on the development of music festivals. The strict management system issued by the Ministry of Culture and Tourism has specified higher requirements for the performance approval, ticket management and on-site supervision of the music festival, aiming at standardizing the music festival market and improving the legitimacy, security and fairness of the music festival (the Ministry of Culture and Tourism of People's Republic of China, 2023). For example, although the success of the 2023 Xinjiang Strawberry Music Festival benefited from the strict supervision of the Urumqi Cultural Market Comprehensive Administrative Law Enforcement Team and the formulation of emergency plans, these policies have also brought some “shackles” to Strawberry Music Festival and the organizers need to adjust their activities according to the real-time policies to adapt to the changes in the policy environment.

## 4. Summary of Internal and External SWOT Analysis

**Table 1.** Factors identified by SWOT Analysis of Strawberry Music Festival

SWOT Analysis of Strawberry Music Festival			
Strengths		Weaknesses	
1.	Brand characteristics	1.	Insufficient ability to manage weather risks
2.	Multi-city hosting	2.	lack of consistent quality control in multi-city implementations
3.	Strong start lineup	3.	High operating cost
Opportunities		Threats	
1.	National policy support	1.	Growing concerns of personal and property safety
2.	Digital development	2.	Competition from other music festivals
3.	International development	3.	Influence of national policies

The SWOT analysis of Strawberry Music Festival identified a total of 6 internal environmental factors and 6 external environmental factors as shown on table 1. The internal environmental analysis pointed out that Strawberry Music Festival has a strong brand influence and has won the favour of consumers in many regions across the country through multi-city hosting and a strong star lineup, but the weaknesses of Strawberry Music Festival are its insufficient

ability to deal with weather risks, lack of consistent quality control in multi-city implementation and inefficient control of operating expenses. On the other hand, in the external environmental analysis, the market opportunities of Strawberry Music Festival mainly come from new policies supporting the development of multiculturalism (especially the new model of combining music and tourism), the rapid development of digital technology and global integration. At

the same time, Strawberry Music Festival is also facing increasingly fierce market competition, growing public concerns on personal and property safety and strict policy controls on performance approval, ticket management and on-site implementation.

## 5. Conclusion

The internal environment analysis of Strawberry Music Festival indicates that its brand advantages lie in the diversification of music styles, nationwide coverage, innovative exploration of popular visual elements that resonate widely among young people and a strong star lineup. On the other hand, the analysis points out through cases that Strawberry Music Festival has insufficient ability to manage weather risks while it also lacks quality control over cross-regional operations. Its growing operating expenses also reveal its operational shortcomings. In addition, the external environment analysis of Strawberry Music Festival revealed significant trends in the market including high-speed iteration of digital technology and global integration. National policies not only strongly support multiculturalism and the music festival + tourism model, but also strictly control the approval, ticketing and on-site implementation of live performances therefore market participants need to keep up with the policy pulse to maintain their market position. In addition, the growing concerns on personal and property safety and increasingly fierce market competition reveal the market threats faced by Strawberry Music Festival. However, this essay only used one mainstream music festival brand as a case study. Since each music festival brand has its own specific fan base with different music preferences and consumption habits, future research should be supplemented with internal and external environment research on other different types of music festivals, in order to gain a more comprehensive understanding of the current mainstream music festival market in China.

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