Analysing the influence of screening ceremony strategy for the major streaming media companies: A case study of Tencent Video

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Abstract. The "screening ceremony" was established since Tencent Video embraced the "pay-on-demand-in-advance service" value-added service on top of the subscription model during the outbreak. This service's value-added component is fairly straightforward, which causes users' dissatisfaction and results in the termination of the value-added service. Therefore, the launch of the screening ceremony is a value-added service that better fits consumer preferences. The paper examined the current marketing strategy of Tencent Video and the illumination of the screening ceremony on the future promotion and application of major streaming video platforms to address this research gap. This investigation explored whether the "screening ceremony" could be a self-help strategy for major streaming media providers. This paper further responded to the marketing mix theory of the 4Cs and explored the four aspects of the theory and customers' purchasing intents through the current marketing strategy of Tencent Video. Employed SWOT and qualitative analysis as strategic planning approaches. The findings of the analysis were that to increase customers' desire to purchase, major streaming media platforms must provide customer value and connect with consumers. Meanwhile, major streaming media platforms need to provide value-added services that match the perceived value of the cost consumers pay.

1 Introduction

1.1 Research background

During the coronavirus outbreak, it was challenging for people in China to engage in social activities and work, and they spent the majority of their time using video software. The number of users of video platforms is increasing significantly. Consequently, it becomes increasingly essential that platforms for long-form video produce high-quality content. Under these conditions, the operating costs of video platforms are rising, the growth rate of membership revenue is declining, and the operational pressures on China's long-form video platforms are intensifying. Since outdoor filming has been eliminated entirely, the price of producing videos has risen. The conditions also constrained the advertising market, resulting in less advertising revenue for the platforms. Streaming platforms are experiencing operational difficulties. The market for long-form video has transferred its revenue emphasis to its membership base, which is anticipated to generate more revenue.

Tencent Video is one of China's largest long-form video services. During the pandemic, Tencent Video implemented a pay-on-demand-in-advance service approach, introducing a new fee-based service for users to watch content not aired by the TV series in advance. With its debut in the blockbuster drama series "The Untamed" in 2019, this model achieved great popularity; more than 2 million users ordered pay-on-demand-in-advance services on a daily basis. Furthermore, it made 156 million yuan in income [1]. Tencent Video used it to supplement their existing membership-based profit model with an additional revenue source. However, Tencent Video experienced issues in the latter half of 2021 when they continued the "pay-on-demand-in-advance service" model in the drama series "Crime Crackdown," which sparked unhappiness among users who claimed that the policy was detrimental to the benefits of membership. As a result, Tencent Video has discontinued its pay-on-demand-in-advance business model and implemented fresh changes. It debuted on June 26, 2022, as a screening ceremony with high revenue and favourable consumer feedback.

At the end of the epidemic, more and more attention is being paid to the strategies of the long-form video platform. Many academics have begun to give their views on Tencent Video's strategy. For instance, Zhou explores the issue of the relationship between screening
ceremonies and consumers, using Tencent Video's long-form video pay-per-view as the subject of her study [1]. Later, Yang explores the future development of pay-per-view in China, using Tencent Video's pay-on-demand-in-advance service strategy as the subject of her exploration [2]. Liu explores the relationship between long-form video platforms and technology, using the pay-per-view service of Tencent's video platform as the subject of his study [3].

1.2 Research gap

The use of sections to divide the text of the paper is optional and left to the author's discretion. Where the author wishes to divide the paper into sections, the formatting shown in Table 2 should be used. It is evident that while there has been extensive analysis in the academic field on the business models of Tencent Video's payment methods, there is a research gap regarding the specific analysis of their "pay-on-demand-in-advance service" commercial model.

Currently, there is a lack of comprehensive exploration of the marketing model of Tencent Video, with limited analysis focusing specifically on the phenomenon of "advance screening" as a marketing strategy. It is crucial to conduct further analysis to examine the effectiveness and viability of the "screening ceremony" model, particularly within the context of Tencent Video's long-form video platform. Therefore, this paper aims to fill this research gap by thoroughly analyzing the "screening ceremony" marketing model and its implications for future promotion and application within the long-form video platform.

1.3 Fill the gap

To achieve this purpose, this paper will take a comprehensive approach. To begin, the article will apply the marketing mix theory of the 4Cs to assess Tencent Video's "screening ceremony" marketing strategy's prospective development prospects. Furthermore, this research will be assisted by the use of SWOT models, which provide insights into Tencent Video's marketing strategy's strengths, weaknesses, opportunities, and threats. Finally, the paper will examine the platform's current situation and make relevant recommendations to promote the long-term growth and development of the "screening ceremony" marketing strategy inside the long-form video platform. In summary, the purpose of this investigation is to fill a research gap by performing a thorough examination of Tencent Video's "screening ceremony" marketing technique. By combining theoretical frameworks, data analysis, and strategic insights, this research aims to contribute to the academic understanding of marketing strategies in the context of the long-form video platform.

2 Literature review

2.1 Definition

The marketing mix is a collection of controlled marketing instruments that a business utilizes to elicit the intended reaction in its target demographic. It is the most fundamental concept in marketing. Neil Borden, president of the American Marketing Association, coined the phrase "marketing mix" in a 1953 lecture. In Borden's perspective, the marketing mix is only made up of crucial components or ingredients that go into the marketing strategy [4]. A marketing plan's fundamental, tactical components are the marketing mix's components. McCarthy established the four Ps—price, promotion, product, and place—in 1960 [5]. These 4Ps serve as both the foundation of the marketing strategy and the mechanism through which the marketing plan is put into practice [6].

In 1990, Lauterborn created the 4Cs elements—consumer, cost, convenience, and communication—a new marketing framework focused on customer marketing [7]. Moreover, the 4Cs concept is applied to customer-oriented goods, also known as the marketing management viewpoint. It is crucial to consider the 4Cs from the customer's perspective [8]. An illustration of a social marketing project is Cancer Research UK's anti-obesity campaign [8]. The strategy encountered fierce criticism from the targeted demographic since there was a lack of analysis of user requirements and wants and comprehension of consumer viewpoints [9]. Therefore, the marketing plan may be improved by using the 4Cs [9].

2.2 Important results

Researchers reached a consensus on some of the 4Cs conclusions. Increasing the value of customers has a positive impact on customers' purchase intentions. In 2018, Wu and Li asserted that consumers must make substantial financial sacrifices in order to purchase products [10]. The services they require must cover consumer expenditures, and the products and services provided must justify their value [10]. Idris asserted in 2021 that increasing customer value is a result of satisfying customer demands and can increase consumer motivation and purchasing intent [11]. Moreover, to enhance the shared value creation between consumers and sellers, it is necessary to increase the customer's sense of identification with the purchased product [11]. Moreover, Khoirunnisa et al. discovered in 2022 that services that emphasize customer value have a greater impact on consumers' purchase intentions [12]. In turn, consumers' propensity to make purchases is influenced positively by businesses' focus on customer value.

Customers' purchasing intentions are positively impacted by the cost they pay for products. Masouras and Papademetriou in 2018 investigated the propensity of consumers to purchase online and found that cost has a substantial impact on this propensity [13]. Customers are more concerned with product cost, services, and competing products in particular. The cost of a client's product or service is directly proportional to his or her choice [13]. The results of the study indicate that consumers' purchasing propensity varies based on price...
The price of a product reflects how much a consumer is prepared to spend on it [12, 13]. This requires us to consider whether customers are willing to pay for the value of our products and services [12]. Customers' purchase propensity may be affected by pricing decisions based on their values [12]. The price of a product reflects how much a consumer is prepared to spend on it [12, 13]. This requires us to consider whether customers are willing to pay for the value of our products and services [12]. Pricing decisions made in accordance with customers' values may have an impact on their propensity to make purchases [12].

The impact of convenience on consumers' desire to purchase is directly proportional. Convenience is the accessibility with which a company offers a service to a customer or the location where a product is bought. These elements play a significant role in luring customers to utilize the services or buy the goods the business offers. In 2018, Wu and Li found that customers' inclination and behavioral willingness to purchase online improved due to the convenience of social commerce [10]. For instance, reducing the time and effort required for product analysis, improving the tracking of order processing, and making it simpler for more friends with similar interests to discuss issues of interest [10]. The service location's ease contributes to the company's marketing success [10, 13]. In 2018, Masouras and Papademetriou found that people purchase online since it saves time and effort [13]. Customers will also be more engaged in buying the product if there are services like delivery, since it saves them time [13]. Therefore, consumers' intentions to purchase products are significantly influenced by the product's convenience.

The customer's propensity to purchase increases with the frequency of company communications. In 2022, Khoirunnisa et al. claimed that communication is a crucial marketing mix component since it creates a strong two-way relationship with the target market or client [12]. Communication is a crucial component of the marketing mix since it creates a strong two-way relationship with the target market or client [12]. Enterprises must be able to completely communicate with customers to understand their demands [12]. Idris clarified in 2021 that communication between business owners and customers is crucial to persuading customers to adopt a product or service [11]. Idris clarified in 2021 that communication between business owners and customers is crucial to persuading customers to adopt a product or service [11]. One of the most successful marketing tactics is user communication, which can be accomplished using appropriate communication channels [11]. By exchanging comments with one another, customers may help businesses enhance the services they offer [11]. For instance, every staff member at Universal Studios is extremely energized and skilled in communication, which significantly lowers the consumers' sense of strangeness and alienation and fosters a relaxed atmosphere [14]. As a result, good communication can affect a customer's purchasing intention and ultimate choice [15]. In addition, Olsson and Györei explained in 2002 that good communication could affect a customer's purchasing intention and ultimate choice [15].

2.3 Summary

According to the 4Cs model of marketing mix theory, the value of a product influences consumers' motivation and intention to make a purchase. Therefore, a focus on customer needs may result in an increase in customer value. Cost must take into consideration the consumer's ability to receive services in exchange for the price paid, as this may have a significant impact on the customer's propensity to purchase. Convenience is also directly related to a consumer's propensity to purchase. Consumers also consider the convenience of the purchase. Consider online purchasing as an example. Additionally, effective communication influences the purchasing behavior and propensity of consumers in a positive manner.

3 Method

3.1 Research design

This investigation examines the rationale and evolution of Tencent Video's approach to screening ceremonies from a qualitative point of view. It also explores the strategic policy of the screening ceremony. Analyze and compare Tencent Video's current status while conducting an analysis using a SWOT analysis.

The decision to adopt qualitative analysis was made for several reasons, the primary among them being the dearth of pertinent literature on the subject. A second benefit of qualitative analysis is that it only needs a little statistical analysis and computation, making it a good approach for analyzing items with modest scales that cannot be quantified.

In 2021, Shi and Zhou conducted a study on the viability of Netflix entering the Chinese market using qualitative and SWOT analysis [16]. Moreover, in their 2022 study, Ge et al. employed qualitative analysis techniques to examine the platform's numerous mechanisms to find and comprehend these crucial features [17]. Furthermore, Guangzhou Tengshi Broadcasting Company's Competition Strategy is the subject of a SWOT analysis by Song [18]. In addition, Ran expounded on the SWOT analysis approach's examination of the internal and external surroundings of the Tencent video payment industry in the paper published in 2022 [19].

3.2 Tencent Video

In 2011, Tencent Technology Limited formally launched Tencent Video as an online platform. It has a wealth of high-quality popular content and professional media operations capabilities. It is a comprehensive video content platform aggregating popular movies and TV shows, variety and entertainment, sports events, news, and information. It is a comprehensive video content...
platform that aggregates popular movies and TV shows, variety and entertainment, sports events, and news and information to meet the different needs of users.

Tencent launched the pay-in-advance service in 2019. The Tencent video website launched it as a value-added service. Consumers can watch broadcast TV drama content in advance by paying based on membership on a pay-as-you-go basis. Tencent Video was the first to introduce the new model through the then-hit drama "The Untamed", which received a high revenue return. After this, this model was applied to all major Chinese long-form video platforms, to the point where it appeared that whenever a series was a hit, it was overshadowed on demand. Consumers were confronted with this situation and began complaining to the relevant authorities that they disapproved of the pay-per-view model after joining. This situation lasted for almost two years, and after receiving a large number of complaints from consumers, Tencent took the lead in scrapping this marketing model in October 2021, a strategy to save the long-form video platform in a difficult situation that ended amidst consumer complaints. Since the cancellation of the pay-on-demand-in-advance service, there has been no new revenue-raising policy for long-form video platforms, and the profitability issue still needs to be solved. The TV series "A Dream of Splendor", which has been running on Tencent Video for almost a month, has received a large number of fans and reviewers and good reviews. Tencent seized this opportunity to implement a new policy as the series was coming to an end: members can purchase a screening ceremony for a low price, which allows them to watch the finale of a TV series in advance, with the star of the series accompanying the purchaser in a live broadcast of the finale and a chance to win a related gift at the end. Although some still feel that this is a re-application of a previous strategy, most viewers choose to buy to get closer to the actors. This approach has become the new policy now being carried out by Tencent after it gained interest.

3.3 SWOT analysis

3.3.1 Strength

Tencent Video's current marketing strategy for its pay-in-advance on-demand service reflects its success in the streaming media industry and its advantages in the marketing mix theory of convenience, consumer value, and cost.

Initially, the platform established a robust brand presence with high user brand recognition. This status has attracted a sizable and devoted user base. Tencent Video has approximately 120 million subscribers as of 2023 [19]. Tencent Video effectively disseminates information and increases program visibility by leveraging Tencent's social networking software.

Secondly, Tencent Video accomplishes convenience through a strong product chain, social product integration, and cross-platform connectivity, which is crucial for attracting and retaining users. It provides a seamless streaming experience across various devices, including smartphones, tablets, and smart TVs. Tencent Video builds positive relationships with its users by leveraging its communication channel advantages. Tencent's video platform improves the convenience of customers' utilization, which imperceptibly raises customers' purchasing inclination. Furthermore, Tencent Video has an extensive library of high-quality content through exclusive partnerships with popular TV dramas, movies, and variety shows. This vast content selection attracts a diverse audience and increases user engagement. As a Tencent Holdings subsidiary, Tencent Video leverages Tencent's China Literature Group and subsidiaries like Penguin Movies and Xinli Media, enabling significant advantages in copyright acquisition, content production, and the entire content production chain. Tencent Video secures excellent IP content through cooperation with the Reading Group, ensuring content quality, cost control, and copyright supply advantages for its self-produced dramas [20]. This advantage contributes to achieving high customer value, according to the marketing mix theory of the 4Cs. By providing value-added services in the screening ceremony, Tencent Video enhances customer satisfaction and loyalty within the "advanced screening" marketing model. It will also boost customer devotion and satisfaction while raising their propensity to purchase.

Finally, Tencent Video utilizes advanced technological capabilities to provide seamless streaming experiences and innovative features, enhancing user satisfaction and retention. The platform offers various subscription plans and pricing options through "the screening ceremony" model, allowing users to choose between free access with advertisements or paid subscriptions for ad-free content and additional features. Tencent Video balances affordability and perceived value, ensuring that users receive fair and valuable returns on their content consumption investments. For instance, the audience's positive comment was higher after Tencent Video offered the video-on-demand ceremony than it was for the more advanced on-demand video. Since the Tencent video screening ceremony charges attendees in return for value-added services tailored to their interests, Because the Tencent video screening ceremony charges the audience a fee in exchange for additional value-added services catering to their interests, a balance between the cost that clients pay and the services they receive encourages them to make a purchase.

3.3.2 Weakness

Despite its advantages, Tencent Video also faces certain weaknesses in terms of cost and communication.

Firstly, Tencent Video heavily relies on a single revenue model: subscription memberships and advertising. Secondly, the uncontrollable nature of the video market makes it difficult for Tencent Video to adjust its content supply to promptly meet the evolving needs of users. Starting with the summer season last year, Tencent Video experienced several content interruptions, and its slow-release schedule of popular shows like "The
Three-Body" received widespread criticism. The instability of popular content results in the inability to adopt the "screening ceremony" marketing model for most teleplays [21]. According to Tencent's financial report, as of the third quarter's conclusion, Tencent Video had 120 million paying users, down 2 million from the second quarter and 9 million from last year. With a 26% year-over-year fall in media advertising income, Tencent Video's revenue from media advertisements has also seen a considerable decline [22]. As a result, despite paying for the subscription, the customer still needs to receive the service. The customer's willingness to purchase will decline in this circumstance.

Finally, Tencent Video needs to improve at cultivating fan communities. The previous "pay-on-demand-in-advance service strategy" model heavily relied on fan marketing and dissemination. However, managing diverse fan communities and massive user-generated content has become increasingly challenging. For instance, regarding the drama "The Untamed," as of February 2020, users had produced 217 related videos with a total of 2.34 billion views [23]. Facing the surge in fan-created content, Tencent Video needed to prepare or have contingency plans adequately. After the drama ended, the fan communities were managed solely by internal fan groups, leading to negative incidents like the "277 Event." This issue hampers further dissemination and development of intellectual property (IP), negatively impacts similar IPs, and damages Tencent Video's reputation [23]. Therefore, Tencent Video could have more effectively communicated with its audience, which decreased customer willingness to purchase and led to certain negative incidents.

### 3.3.3 Opportunity

Tencent Video can capture multiple opportunities in the growing streaming industry through its marketing strategy, cost, customer value, and communication.

Firstly, Tencent Video's 2023 annual report revealed a strategic partnership with the Reading Group. The latest developments in the second seasons of "Joy of Life" and "My Heroic Husband" were jointly announced. In addition, Tencent Video will collaborate with TVB on a premium drama library-sharing program, allowing more mainland viewers to appreciate the appeal of traditional Hong Kong television dramas. Tencent Video aspires to diversify its content and theatricalize its categories, and investing in the creation of original content may present the company with a significant opportunity [21]. After paying membership fees, Tencent Video provides consumers with a variety of distinctive products, expanding their access to affiliated, high-quality services. This strategy is extremely effective at increasing clients' propensity to purchase.

Second, the innovative "screening ceremony" mode can enhance member benefits and strengthen user stickiness and the user experience. Tencent Video should explore market expansion from the consumer's perspective to gain more recognition and implement long-term development. This strategy includes the reasonable acquisition and scheduling of drama series. By utilizing Tencent's AI technology and leveraging big data to understand user preferences and interests, Tencent Video can push relevant series on the user interface to strengthen customer value. Moreover, when receiving user feedback and inquiries, video platforms provide appropriate solutions, such as meeting the demands of binge-watching users for features like "the screening ceremony" to enhance communication.

In addition, Tencent Video can consider international expansion by leveraging its domestic success and content partnerships to enter new markets. In the current economic climate, it is difficult for any business to achieve long-term dominance. Instead of raising membership fees and aggravating market competition, it is preferable to negotiate with multiple parties and cooperate. Consensus regarding membership fees can aid in encouraging users to pay for content. Thus, tailoring services to client preferences could increase consumers' intent to purchase.

Finally, Tencent Video needs to enhance internal synergy. Apart from reducing internal conflicts related to resource sharing with the China Literature Group, addressing the issue of how to leverage the rapidly emerging short video platforms as the main channel for exclusive content "secondary creation" and content promotion is crucial. The secondary production of short films strengthens the contact between Tencent Video and customers, allowing consumers to utilize their favorite clips for secondary creation on the short video platform and discreetly boosting consumers' subscription and value-added service purchase intentions.

### 3.3.4 Threatens

Tencent Video's marketing strategy faces multiple threats from the marketing mix theory of cost and customer value and needs to be carefully managed.

Firstly, the regulatory environment in the streaming media industry is constantly changing, and government regulations may pose challenges and impact business operations. For instance, the warning the Shanghai Consumer Protection Commission issued in 2021 regarding "premature on-demand bundling sales, disregarding consumer choice," emphasizes the need for Tencent Video to carefully control its marketing strategies. Regulatory authorities for pay-on-demand-in-advance services warn against consumers' "cost" benefits, which they do not get matched with after paying extra subscription fees. Therefore, this leads to a drop in the tendency of customers to purchase. In order to address this issue, it will be necessary to create value-added services in the future that match consumer costs and encourage consumer spending.

Secondly, the streaming media industry is highly competitive, with established players and emerging competitors. This intense competition pressures Tencent Video to differentiate itself and continuously attract and retain users. Tencent Video's "screening ceremony" model must be distinguished from similar "premature on-demand" models employed by other video platforms.
such as Mango TV, iQiyi, and Youku. Therefore, Tencent Video has to boost customer value and supply more engaging products to make consumers more willing to purchase value-added services.

4 Result & discussion

Tencent Video, one of China's largest platforms for long-form video, has a distinctive approach to administering the platform, with advantages in three areas: convenience, customers, and spending. They have incorporated Tencent Video into everyone's lives, enabling users to watch whatever they desire whenever and wherever they choose. Its convenience has attracted many consumers and improved their lives. Second, Tencent is adept at identifying user interests and has a robust video production process and budget. Consequently, they can market their products according to the preferences of the public. Tencent Video offers to determine the appropriate price for premium video content, allowing users to pay for what they want and make their own decisions. Nonetheless, Tencent Video has room for improvement at present. Tencent Video cannot determine the audience's market orientation because they lack a comprehensive comprehension of the demographic they serve. Second, there must be more communication with consumers, and the company must provide timely responses to consumer feedback, which can dampen consumer enthusiasm. Tencent Video has a significant presence in China, but it must adapt accordingly.

Tencent Video's marketing strategy for its screening ceremony exhibits several advantages, including a strong brand presence, a diverse and extensive content library, and advanced technological capabilities. These strengths contribute to customer value, satisfaction, and loyalty, positioning Tencent Video for success in the streaming media industry. While Tencent Video has several advantages, it also faces challenges related to adjusting content supply, the revenue of screening ceremony diversification, fan community management, and international expansion. Addressing these weaknesses will be crucial for Tencent Video's continued success in the streaming media industry. Based on SWOT analysis and the 4Cs in marketing mix theory, this research paper analyses Tencent Video's marketing approach.

Firstly, Tencent Video's strong product chain and multi-platform interoperability will make it more convenient for customers, consistent with previous findings. Secondly, Tencent Video's screening ceremony can be carried out across many devices and build a strong rapport with consumers, which is essential for drawing in and keeping clients. This finding aligns with the increased customer communication frequency and the strong correlation between consumer purchase intentions. Thirdly, Tencent's video-on-demand package includes value-added services that raise consumer satisfaction and purchase intent. Therefore, the conclusion is the same: increasing customer value has a positive impact on customers' purchase intentions. Finally, Tencent Video customers may choose from various free, premium, and value-added choices to balance the product's price and perceived value. Customers express certain recognition for the cost they paid to get the corresponding service. As a result, this outcome is in line with the idea that the price of the products consumers buy has a positive impact on their intentions to buy. In parallel, this work provides the pertinent "cost" conclusions. Customers can pay a certain price to receive the value-added service they prefer, and this price is balanced with the perceived worth of the good to increase customer willingness to purchase.

5 Conclusion

In conclusion, this article examines the new modifications to Tencent Video's service strategy, namely the discontinuation of on-demand payment services. This paper investigates the efficacy and practicability of this marketing strategy by examining the screening ceremony" model's research foundation. The research investigates the promotional applications of the "screening ceremony" paradigm for long-form video streaming platforms. The fundamental principles and evolution of Tencent Video's screening ceremony methods are analyzed utilizing the 4Cs model of customer-oriented marketing framework. In addition, a SWOT analysis is performed to assess the current status of Tencent Video's screening ceremony model.

The findings of the discussion suggest that the preview format has the potential to become a primary development trend in the streaming media industry, emphasizing a shift towards a consumer demand-oriented development strategy. However, the platform must enhance its strategic focus from a customer perspective (4Cs).

This analysis addresses the research gap in the academic field concerning the "screening ceremony" commercial model of Tencent Video's payment methods. It provides valuable insights and references for applying this model to long-form video streaming platforms. By thoroughly reviewing relevant literature and validating Tencent Video's SWOT analysis, the exploration confirms the practicality of the 4Cs model of marketing mix theory in this particular domain. It demonstrates that product convenience, cost, customer value, and communication significantly influence consumers' purchasing motivations and intentions, adapting to the consumption trends observed on long-form video platforms. The difficulty of realistic implementation along with realistic and pertinent information and theory could have improved this study of Tencent's video; however, this paper only used qualitative research and SWOT analysis. Therefore, this analysis did not conduct a questionnaire on the consumers of Tencent Video regarding the screening ceremony.

This analysis's drawback is the more impartial nature of the research findings. As a result, analytical findings might not match reality, and research might be constrained. In the future, to improve the objectivity of the study's findings, The study will also employ questionnaires for analysis in addition to qualitative
research and SWOT analysis. Firstly, the author's contribution is followed by the collection of pertinent data, extensive data analysis, and data analysis by regression. It enables us to conduct a more thorough procedure analysis and yield more impartial findings. This analysis method will enable us to conduct a more thorough and convincing investigation.

Authors Contribution

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

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