

2022

Diversity Employment
Report in China's Short
Video + Live Broadcast
E-Commerce Sector

The rapid development of short video social platforms in recent years has created a new social information interaction channel integrating audio-visual media, social networks and precise communication, providing new opportunities for the Internetization of various social activities. Among them, "short video + live broadcast e-commerce" based on short video social platforms has developed into a new type of business format composed of vendors (brands), service providers and short video social platform operators, which promotes the change of the entire Internet business marketing model.

Nowadays, live broadcast for many enterprises, from "one of the many channels" gradually become "must go through", part of the enterprise through the live broadcast to promote the brand, the mode of selling products from the past with the cooperation of the service provider, and gradually turn to self-built live team with goods. The booming new industry brings a strong demand for talent, but also gives rise to new occupational positions. 2020 July, the Ministry of Human Resources and Social Security released the "nine new Internet occupations", set up the "Internet marketer", and set up a "live salesman, video salesman, video salesman, video salesman, video salesman, video salesman, video salesman, video salesman, video salesman, video salesman, video salesman and video salesman. In July 2020, the Ministry of Human Resources and Social Security released "nine new Internet occupations" and set up "Internet marketer", and set up new positions such as "live broadcast salesman and video promoter". The rapid development of short video + live broadcast e-commerce has brought about a huge demand for talents, which not only creates a huge gap in terms of quantity, but also exposes the deficiencies of the current practitioners in terms of vocational ability and quality, and some enterprises have encountered new problems and needs in terms of employment mode in the short video + live broadcast e-commerce field.

In the past two years, new employment methods such as "shared staff and flexible labor" have received attention from enterprises. Leading industrial enterprises such as Box Horse Fresh Life, Suning Logistics and Walmart have launched the "shared employee" program, striving to solve the problem of business surge and staff shortage through the mode of "shared employee", and those offline service enterprises that can't go back to work have been able to "rent and dispatch" their employees to alleviate the cost and cash flow pressure to a certain extent. To a certain extent, those offline service enterprises are unable to resume business, through the "rent, send" the way of employees, easing the cost and cash flow pressure, while bringing more income security to the workers; on the other hand, the enterprise online marketing has become an important way of low-cost and efficient acquisition of customers under the normalization of the epidemic, and live broadcasting and short-video e-commerce is an important means of online marketing content marketing. But for many enterprises, the greater test is how to ensure the efficiency of online marketing content marketing. The normalization of the epidemic makes enterprises face increased costs, labor shortage, supply chain pressure and many other problems. In the new marketing model, the same need to reduce costs, which will inevitably generate the inherent need for changes in the employment model. Diversified employment refers to the enterprise according to its own business model, the application of a variety of

cata
logs

flexible employment mode organic combination, to achieve the most effective business and labor allocation and maximize the value of human capital. When applying diversified employment, the enterprise not only applies the mode of labor employment, but also applies external talents flexibly and on-demand according to the peaks and valleys of employment based on the enterprise's short-term project needs.

This report will systematically analyze the business process of short video + live broadcast e-commerce, an emerging business industry, and the enterprises in the industry that have already applied social employment, and at the same time explore the specific situation of diversified employment and practitioners, analyze and look forward to the status quo and trend of diversified employment in short video + live broadcast e-commerce, and provide some suggestions and reflections for everyone.

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01

**Overview of short
video + live
broadcasting e-
commerce business
and diversified labor
patterns**

1.1

Short video + live broadcast e-commerce business

1.1.1 overall characteristic

This report focuses on short video + live broadcast e-commerce activities in short video social platforms, which are generally characterized by brand promotion and sales of goods and services without physical stores through the presentation of graphic, audio and video content, relying on the new type of social relationships formed in the online environment. Payment and settlement.

In this process, live broadcast e-commerce realizes the sales of goods and services through the "hot effect" of communication generated by instant interaction. At the same time, as the main form of expression of short video social platform short video, in short video + live broadcast e-commerce activities often bear the important task of attracting the attention of users and attracting traffic for the live broadcast, to enhance the effect of live broadcasting and brand awareness to produce a positive role in promoting. There are three basic characteristics of this industry:



Thermodynamic Interactivity Multidimensional

Short video, as a "hot media" in audio and video form, combined with the "hot effect" generated by live e-commerce in the form of live interaction, generates "hot power" in user mobilization, which is the basis for the communication power and sales power of this industry. This is the basis for the communication and sales power of this industry. The

presentation of media has always taken "immersion" as the main development path, and audio and video formats, as one of the media presentation methods closest to "face-to-face communication", structure real-time online communication channels between anchors (brand and product

spokespersons) and consumers. Consumers through a variety of ways with the anchor to carry out information and emotional interaction in real time, for the enterprise to establish a friendly commercial brand image, while the background customer service functions in the front, shorten the sales path, improve sales efficiency.

With the popularization of mobile Internet and hardware devices, short video social platforms have also ushered in a stage of rapid development, and have grown into a "national application" with a deep role in social infrastructure as well as providing various forms and functions as an interactive contact point, as more and more emphasis is placed on real-time interaction and immersive experience. In all kinds of social activities, including short videos and live e-commerce, users browse, search, like, retweet and post through five major interactive touchpoints to obtain information, retain data, express emotions, share their moods and record their lives. They form a social relationship with frequent interactions, and while generating traffic in the private domain, they form the public domain traffic of the platform, and the effective interaction between the two enables the platform to operate continuously.

The personalization of media terminals brought about by the popularization of hardware devices enables users to participate in a wide range of social interactions based on the Internet on an individual basis, and the processing of these data can provide an important basis for the analysis of user preferences, realizing the personalized and accurate recommendation of commercial information, greatly improving the efficiency of dissemination, lowering the cost of transactions, and bringing a better user experience. However, at the same time, the behavior and attitude of consumers are more complex and changeable, superimposed on the consumption scenarios, forming the state of "different from person to person" and "one person with many faces". As a result, consumers cannot just be static demographic attributes and ethnic labels, nor do they follow a standardized, linear consumption journey, nor can they be simply filtered and measured using a funnel model, but rather present multi-dimensional consumption characteristics.

1.1.2 structure of industry

The short video + live broadcast e-commerce business mainly includes three types of participants, and the relationship between the three is shown in Figure 1-1.

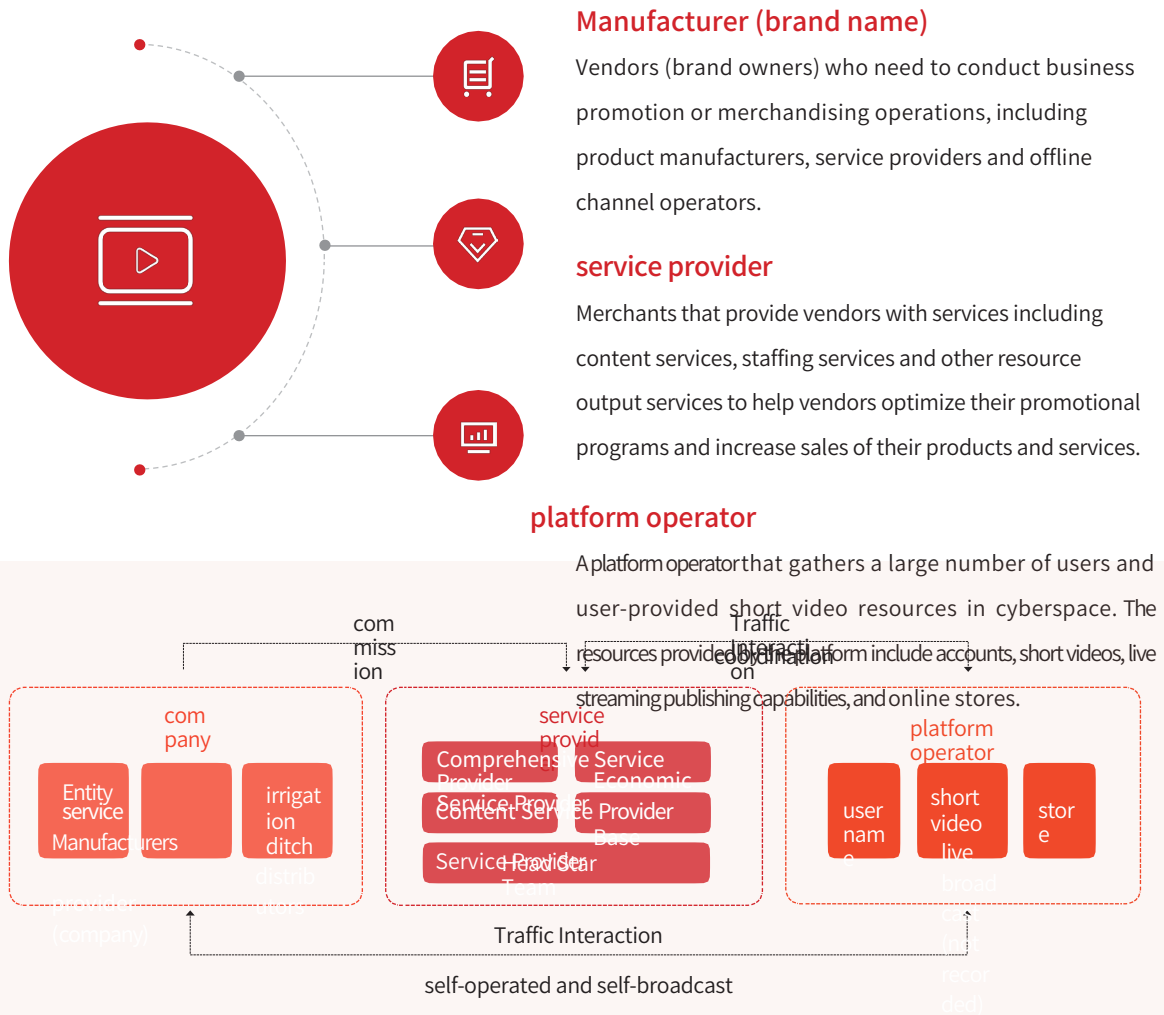


Figure 1-1 Participating subjects and their relationship in short video + live broadcasting e-commerce business mode

In the three-way relationship, manufacturers (brand owners) will directly open accounts on the platform and build their own teams to operate based on the needs of their brand promotion and product sales, and some manufacturers (brand owners) will directly give their products to the service provider to promote and sell, forming a commissioning relationship; in the process of manufacturers (brand owners) broadcasting and self-

Operating, the platform operator imports traffic from the public domain to the manufacturers (brand owners) will also attract their products to the platform. consumers to the platform. This objectively helps the platform expand its user scale and enhance user stickiness. Various types of net celebrities active on short-video social platforms are often able to form a certain scale of private domain traffic, bringing user increment to the platform and enhancing user stickiness. They often participate in the marketing process in a variety of roles, such as natural persons, individual households, and contracted artists of service providers. However, fundamentally, they still need the platform's strong functional support and the introduction of public domain traffic to successfully complete the sales process and attract new consumers. These aforementioned traffic interactions form the platform's business ecology.

1.1.3 business model

Manufacturer (Brand)

In the short video + live e-commerce business landscape, vendors of goods and services are looking to gain greater brand awareness and increase sales through short video social platforms. Since this business helps in both branding and product sales, vendors (brand owners) tend to have three management models.

Mode 1

The short video social platform is open to all Internet users, and manufacturers (brands) who build their own accounts are able to obtain more than the average user account after obtaining platform certification.

The brand can also provide more credit endorsement and functional privileges to its own account.

Through self-operated accounts, manufacturers (brands) can realize personalized interactions between themselves and their target consumers, forming "private traffic" and opening up more

autonomous brand communication channels. Therefore, manufacturers (brand owners) who value the

Mode 2

brand promotion capability of short video + live broadcast e-commerce mode often classify it in the marketing department.

The built-in e-commerce function of the short-video social platform is equivalent to an online virtual store, which adds a new sales channel for manufacturers (brands) and improves sales

performance, vendors (brand owners) who value this aspect more often manage it under sales or e-commerce departments.

Mode 3

For small and medium-sized enterprises with a small number of employees and a low level of organizational management difficulty, the establishment of an independent department dedicated to the operation is often their preferred choice.

service provider

In the general short video + live broadcast e-commerce business, the service provider resides between the manufacturer (brand) and the platform operator to provide professional services. Among "people, goods and field", the service provider is the promoter of the connection between people and goods, the hub where the flow of goods and the flow of customers meet, and also the main producer and operator of the information flow (content).

The consumer enthusiasm inspired by the audio/video scene of the short video social platform has driven manufacturers (brands) to increase their marketing investment in the short video + live broadcast e-commerce business, which has led to a rapid growth in the market size of service providers and a rapid increase in their professionalism. Against the backdrop of the rapid development of the short video + live broadcast e-commerce sector, service providers have become the main force driving the development of the new short video + live broadcast e-commerce industry due to their unique professional characteristics. Their share of business is also

expanding, and they are bound to carry more job opportunities as well. Therefore, service providers are also an important research object that cannot be ignored in the study of the employment model of short video + live broadcast e-commerce.

However, in the rapidly rising service provider market, the division of organization types has not yet been finalized. Under the trend of specialized division of labor, based on resource conditions and main business direction, the organization types of business service providers can be roughly categorized into five types, as shown in Figure 1-2:

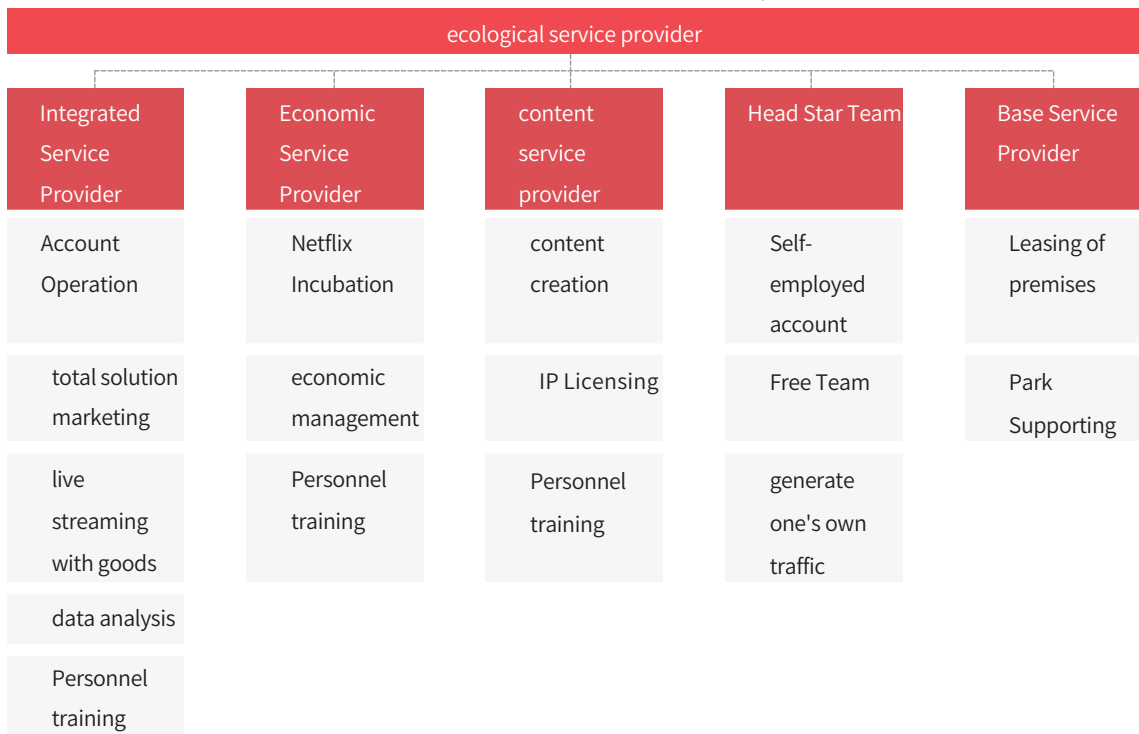


Figure 1-2 Types of Short Video + Live Broadcast E-commerce Service Provider Organizations

01

Integrated Service Provider

With more complete resource conditions, it is an advanced form of service provider development in the new industry. Its business covers content service, personnel service and resource output. Account operation is the key business of this type of service provider, which requires the integration of content, personnel, technology and other resources, as well as the qualification of the platform provider's cooperative access as the basis for operation.

02

Brokerage Service Provider

The main business is human resource cultivation related to short video and short video + live broadcast e-commerce. The core advantage of this type of service provider is reflected in the large number of netroots resources and their formation of account dissemination matrix, which can provide manufacturers (brands) with integrated marketing programs, forming a huge traffic pool through the account matrix to reach the target consumer groups in the widest range.

03

content service provider

Mainly engaged in content creation, planning and production. Most of them are transformed from original PGC producers and have strong

04

05

content production capacity. In addition to original content creation, IP incubation and licensing is the key business of these service providers. Short video production companies belong to this type of service providers.

Head Star Team

It refers to the exclusive team set up by the phenomenal head netizens, and the account IP has high traffic value. They have high bargaining power in the market in cooperation with manufacturers (brands) and platform providers. This type of team may also gradually develop into a brokerage service provider.

Base Service Provider

The main support includes space resources for the development of short video and live broadcasting activities such as live broadcasting rooms, office space, themed set venues, and Netflix carding spots, as well as activity planning and supporting services related to the use of venues. Short video and live broadcasting bases belong to this type of service provider.

1.2

Overview of employment patterns in the new business

1.2.1 Labor Pain Points of Enterprises

Based on their brand promotion and product sales needs, manufacturers (brand owners) register accounts on short video social platforms, and generally use either self-organized team operation or commissioned service providers to operate on their behalf to carry out short video + live broadcast e-commerce business. The growing demand of enterprises drives the rapid development of the short video + live broadcast e-commerce field, which also leads to the mismatch between the labor demand of enterprises and the supply of talents in the industry, and breeds a certain degree of chaos in the industry, and creates six major labor problems in the field of human resource management of short video + live broadcast e-commerce.

01

Short video + live broadcast e-commerce talent scarcity

For every new industry, professionals with corresponding industry experience are scarce resources. How to accurately find the relevant talents needed by enterprises and shorten the recruitment difficulty and talent introduction cycle has become a major challenge for enterprises to develop short video + live broadcast e-commerce business.

02

Fuzzy portrait of job requirements

Generally speaking, enterprises know relatively little about short video + live broadcast e-commerce, and are not clear enough about their own methodology for short video + live broadcast e-commerce business, and their demand for talents for corresponding positions is vague, which often results in a mismatch of talents and positions and slows down the progress of business development.

03

Lack of specialized recruitment channels

There is a certain degree of exclusivity in the employment of workers in the short video + direct broadcast e-commerce field. For companies entering the short video + live broadcast e-commerce field, there is a single channel for recruiting personnel, and the efficiency and quality of acquiring personnel are limited, and the ability to recruit is slow to improve.

04

High mobility of practitioners

Practitioners in the field of short video + live broadcast e-commerce, such as anchors and live broadcast operations and other corresponding positions, are relatively more mobile than other positions, and short video + live broadcast e-commerce positions generally

pay higher salaries, which greatly increases the recruitment costs of the enterprise and the pressure of personnel management.

05

Low attendance of practitioners

Due to the scarcity and high mobility of talent, more practitioners are accustomed to carry out employment communication with multiple companies at the same time, and often candidates give up after booking interviews or issuing offers, resulting in ineffective recruiting actions or slowing down the progress of recruitment.

06

Highly cyclical recruitment of personnel

Short video + live broadcasting e-commerce field labor demand is affected by the node nature of business development, often with a strong cyclical nature. When encountering peak employment, sudden business increments or temporary project teams, the staff recruitment cycle is tight, and the pressure on corporate recruitment increases abruptly. The gap between daily business development and personnel demand at marketing nodes is large, and personnel costs and organizational management pressure is high.

1.2.2 Demand spawns new flexible workforce pathways

The rapidly developing short video + live broadcasting e-commerce field has brought about a huge demand for talents, which not only generates a huge gap in quantity and quality, but also exposes more differences between enterprises and practitioners in the current employment model.

The contradiction between the increasing pressure of business operation and the increasing demand of short video + live broadcasting e-commerce business has led to the fact that the current traditional labor model of enterprises cannot match the current labor demand. A new employment model - "Diversified Employment" has emerged. Diversified employment refers to the organic combination of multiple employment methods based on the enterprise's own business model to achieve the most effective business and labor allocation and maximize the value of human capital. When applying diversified employment, the enterprise not only applies the labor employment mode, but also applies external talents flexibly according to the peaks and valleys of employment based on the short-term project demand of the enterprise.

1.2.3 Specific application model for enterprise labor practices

According to the "Research Report on Socialized Employment - Concepts and Application Status" produced by UFIDA together with the School of Labor and Human Resources of Renmin University of China, there are mainly standard labor relations, alternative work arrangements and other modes of employment in China. The common standard labor relationship is not discussed here due to its universality, while the alternative work arrangement includes two types of employment, namely non-standard labor relationship and non-labor relationship.

In a non-standard labor relationship, the relationship between an enterprise and a worker is still a labor relationship, and the two parties are subordinate and subject to the Labor Contract Law; whereas in a non-labor relationship, the relationship between an enterprise and a worker is a working relationship, a cooperative relationship, or a partnership, and the two parties are equal civil subjects and subject to the Contract Law.

Socialized labour, on the other hand, is a generic term for non-labour relations under alternative work arrangements. The mode of employment of socialized labor is affected by the difficulty of the business and the amount of human capital required, and there are four modes of employment: labor dispatch, business outsourcing, cooperative labor, and partnership labor. Different modes of socialized labor employment result in different settlement methods. Settlement methods are mainly categorized into payment according to the results of work, payment according to the amount of work, sharing according to the proportion of income and sharing according to profits. With different modes of employment and different settlement methods, there are corresponding differences in the channels of employment and the attributes of the relationship between laborers and enterprises. In socialized employment, the relationship between enterprises and workers mainly includes working relationship, cooperation relationship and partnership relationship. As shown in Figure 1-3:

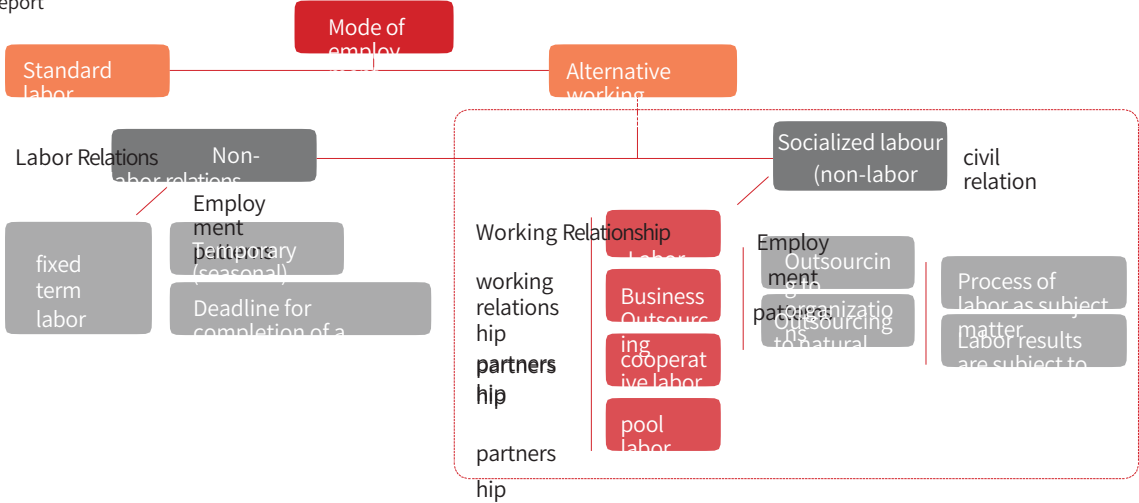
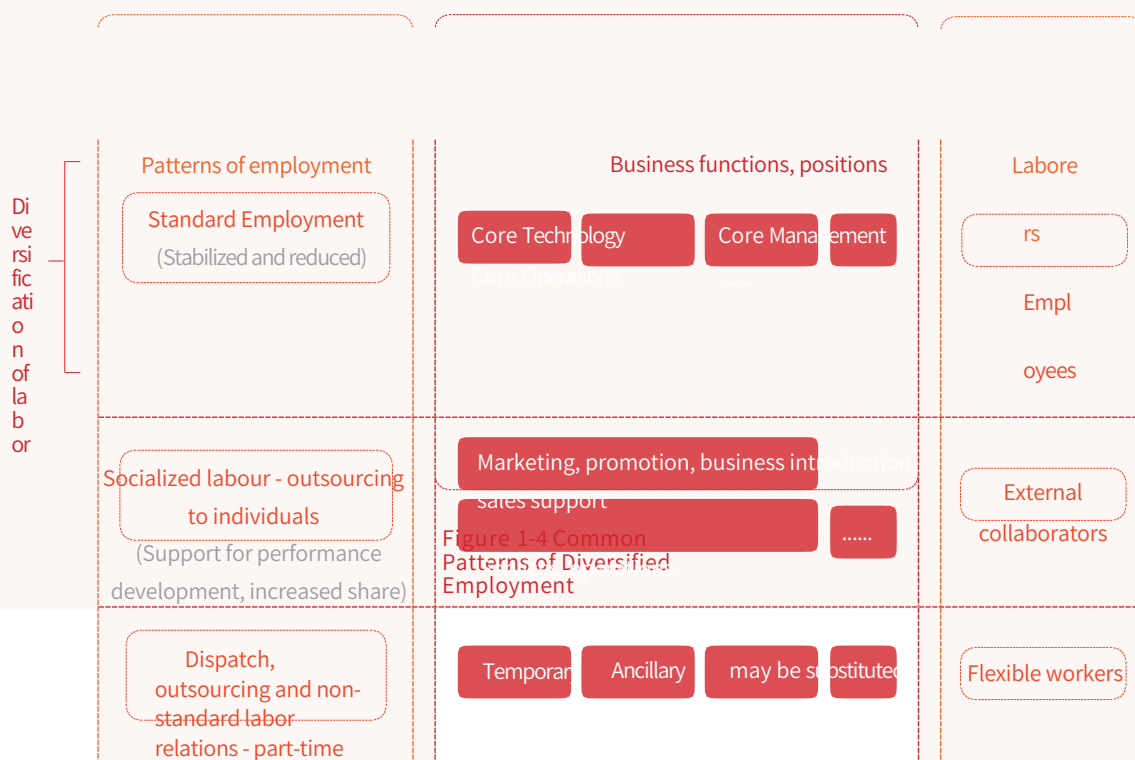


Fig. 1-3 Classification of Labor Employment Methods in Enterprises

There is no clear definition of diversified employment at the legal level. However, in the conventional environment, diversified labor refers to a new type of labor model that combines standard and flexible labor, unlike the traditional single employment-based labor model. The traditional employment model is mainly for long-term stable labor demand; flexible labor includes outsourcing, crowdsourcing, odd jobs, partners and many other types. Compared with the fixed employment mode, flexible employment is more flexible in terms of labor time, income and compensation, workplace, insurance and benefits, labor relations, etc., which can help enterprises fully mobilize social resources and reduce labor costs.

As shown in Figure 1-4:



Diversified employment is an organic combination of multiple employment methods within many companies engaged in the short video + live broadcasting field, and is one of the most effective ways to configure business and employment. Among the advantages of socialized labor are the obvious incentive effect, easy replication of personnel operations, and the ability to quickly follow the development needs of the enterprise to adjust, which can be applied to functions with high turnover rates and skills that can be easily and quickly replicated. Individuals can also form a mutual relationship with the enterprise through a variety of ways to satisfy their own freedom of choice regarding work time, location, and tasks, which is suitable for the development of the current situation in the field of short video + live broadcasting e-commerce.

02

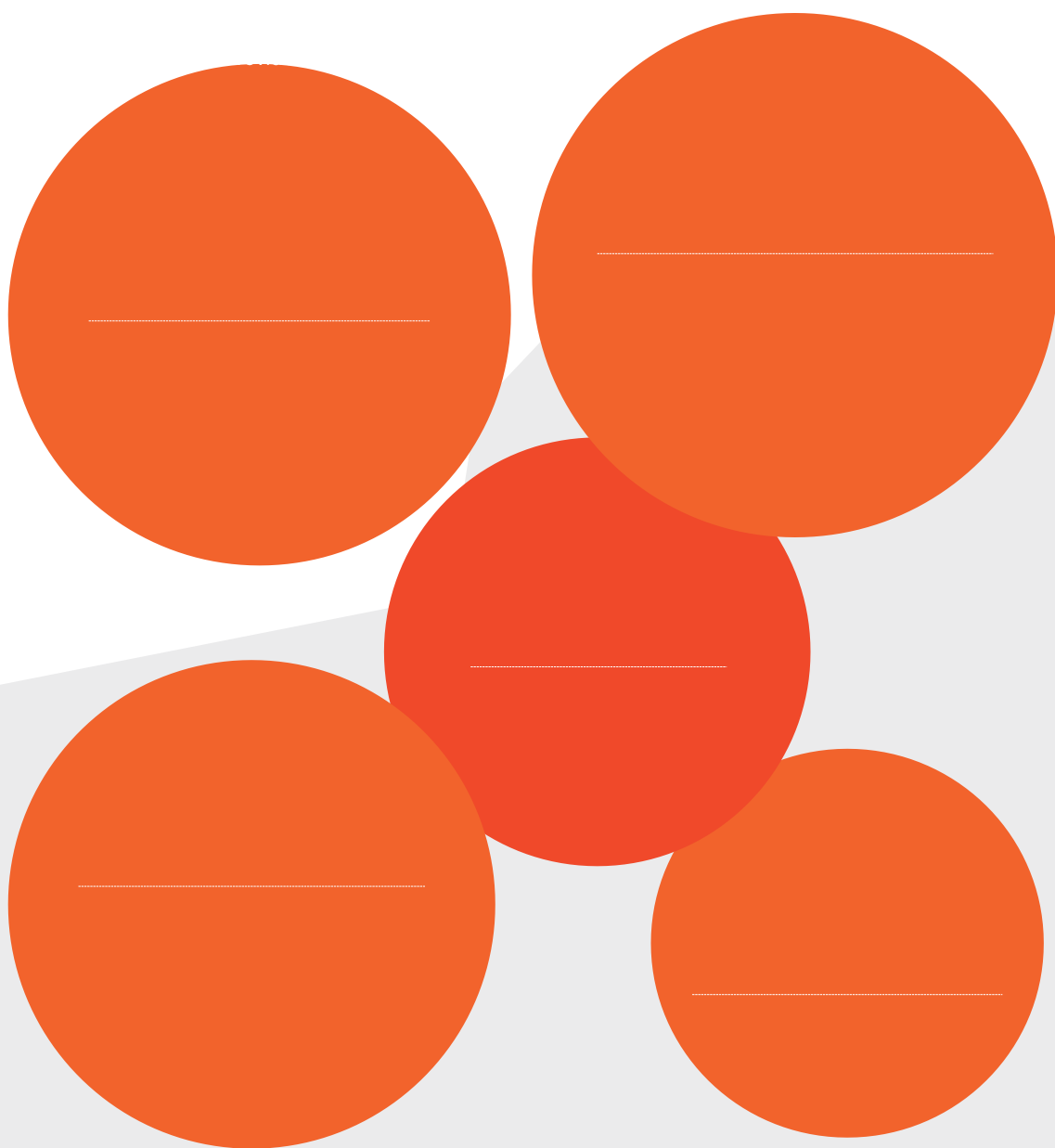
**A Detailed Study of
Diversified Employment
in Short Video + Live
Broadcast E-Commerce
Sector Enterprises**

2.1

Survey on the labor structure of enterprises

As a total solution service provider in the field of socialized labor of UFIDA Group, UFIDA Payroll, relying on its research institute, conducted questionnaires and in-depth interviews for industrial practitioners and related enterprises, and analyzed the research data and actual interviews to understand the real situation of diversified labor in short video + live broadcasting e-commerce enterprises, and the following are the relevant conclusions drawn from the in-depth interviews and data analysis.

2.1.1 Project implementation review



2.1.2 The basic situation of this research

As the industrial chain of the short video industry gradually takes shape, the number of subjects involved also increases. Not only has it given rise to individuals such as celebrities and anchors, but also ecological service providers such as comprehensive service providers, brokerage service providers, and content service providers (short video production companies and live broadcasting operation companies). A group of professionals with the help of e-commerce live broadcasting to carry out marketing, product sales and other forms of rich business activities, becoming a fast-growing human resources team in the short video industry.

In two months, the group visited several short video + live broadcast service operating companies to obtain first-hand information and data, in order to have a detailed understanding of the employment situation of each position. The six core positions of anchors, celebrities, short video operation, live broadcast operation, live broadcast selection, and traffic placement were taken as the data analysis object, and the following dimensions were chosen as the main reference for these six positions:

Dimension 1

The position is a position in a key process in the chain;

Dimension 2

The position contributes to business operations and performance outputs;

Dimension 3

The position is the industry job mapping of the higher quality requirements for talent and the shortage of talent in the number of positions, in which the anchor and anchor belong to the appearance performance and sales. Sales staff, short video account operation and live operation belong to the direction of content operation, live selection and traffic placement positions are business operation direction positions.

Short video social platform to short video + live broadcast as the main content presentation, on the one hand, as a window to the public to show the content, maintaining the account subject and the content chain of fans, on the other hand, with the development of live broadcasting technology has also become a major entry point for users to enter the live broadcasting, so the short video operation is listed as the core position of the short video social platform. And live as a short video social platform of another big content plate, live operation positions on the smooth running of the live process and live room continuous optimization is responsible for the core of the live backstage staff, and therefore also listed as the core positions of the short video social platform.

From the perspective of business operation, the product selection position is the coordinator between the short video team, the live broadcast team and the brand merchants. On the one hand, the selection position needs to ensure the smooth running of the business cooperation of the short video social platform, and on the other hand, it is also responsible for the selection and quality of the goods. Because good or bad selection greatly affects the user's brand confidence, it is also listed as the core position of the short video social platform.

Placement positions are also a necessary category in short video social platforms. Whether for short videos or live broadcasts, the placement strategy has a significant impact on communication effects and business performance. Traffic placement talent is also a major gap in the industry at present. The ability of the placement position is closely related to the conversion rate of short videos and live broadcasts, and is therefore also listed as a core position in short video social platforms.

2.1.3 Enterprise Business Processes

Short video + live broadcasting business is centered on "product efficiency sales". PEM refers to the fact that in the era of continuous integration of social media, short videos, live broadcasts, e-commerce and other media forms, the communication of brands and products should be centered on content creativity, driven by data technology, and aimed at timely conversion of sales performance to form a unified integrated marketing plan. The advantage of "product effect marketing" lies in the fact that from brand reaching users to brand asset precipitation, subsequent grass planting, and then direct sales, etc., all of them are concentrated in the same ecosystem, which greatly improves the user acquisition and conversion rate.

According to the research of service providers, most companies usually focus more on a particular business in the early start-up, but some stronger companies will develop a full business process to adapt to product marketing according to the needs of the customer - that is, around the needs of the customer for brand image communication, product promotion and communication and product live sales. As shown in Figure 2-1:

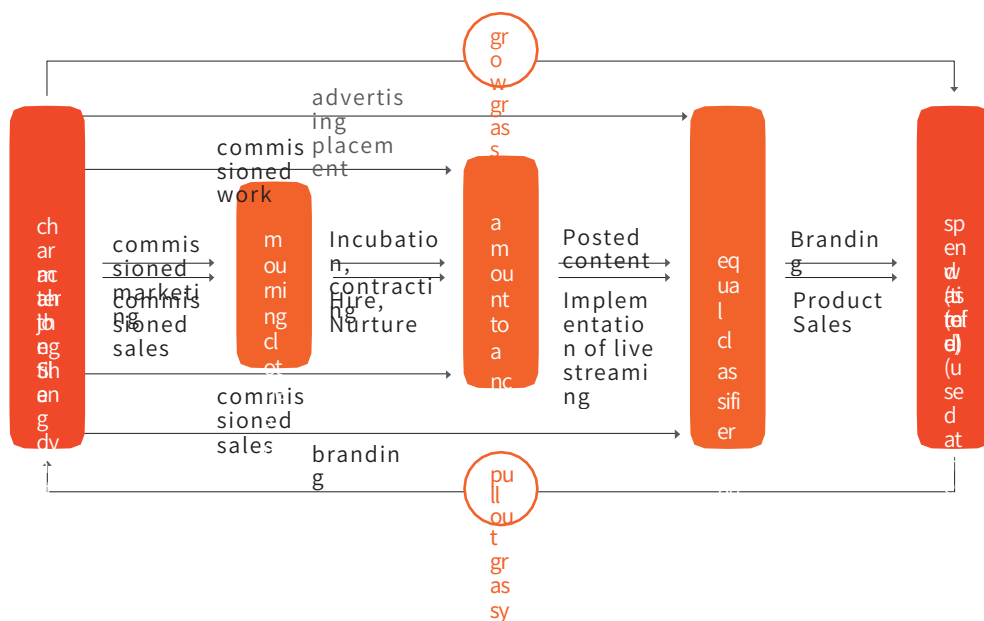


Figure 2-1 Basic Business Processes in Short Video + Live Streaming E-commerce Field

2.1.4 Enterprise organizational structure and diversified employment mode

In the short video + live broadcast e-commerce field, service providers play an important role in

connecting creators, platforms and merchants, and are the main operators of short video and live broadcast business. At the same time, they are also the core body of diversified labor. On the one hand, they employ or contract various content creators and are the providers of PGC, PUGC and KOL, and on the other hand, they also interface with platforms and merchants to help them realize branding, content dissemination and product sales.

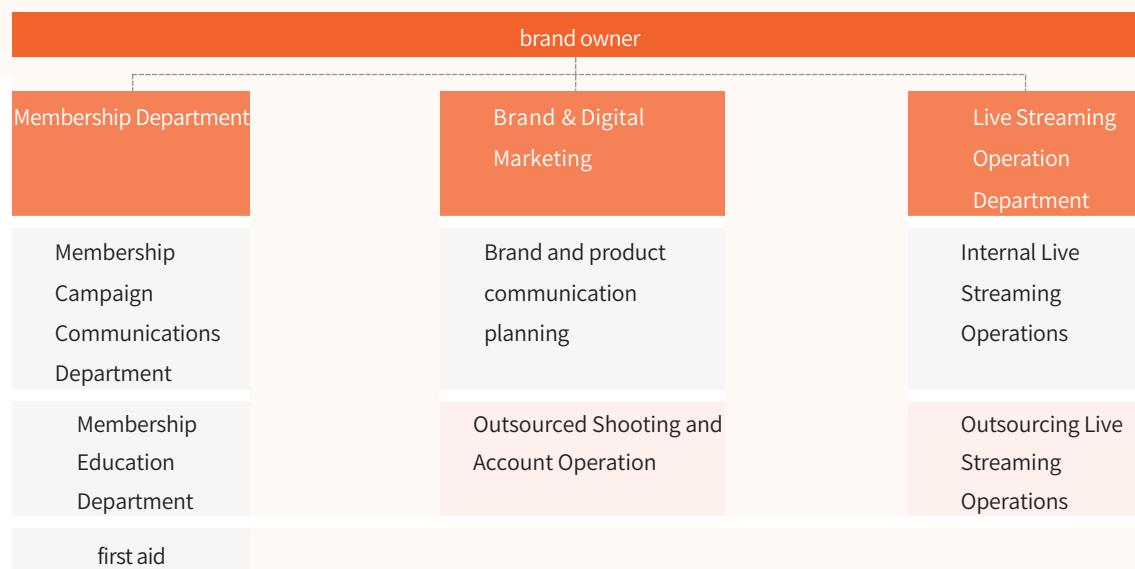
There is no standard unified organizational structure for all types of service providers, and the company organization is cross-built around project and regional divisions. The core departments are mainly content and business, which are organized around customer needs. Many service providers use "labor dispatch" and other forms to serve their clients, so they are important practitioners of the diversified labor model in the short video + live broadcast e-commerce field.



Most of the brand departments and digital marketing departments within brands still take on the role of planning short videos and live broadcasts. More companies will gather the strength of various departments to set up a live broadcast operation department to try out new channels, and occasionally the membership department of some companies will also take part of the work of external communication and sales. Whether for short video or live broadcast, most companies will look for professional forces to perform part of the work. The typical organizational structure is shown in the figure:

Organizational structure of brand-related departments

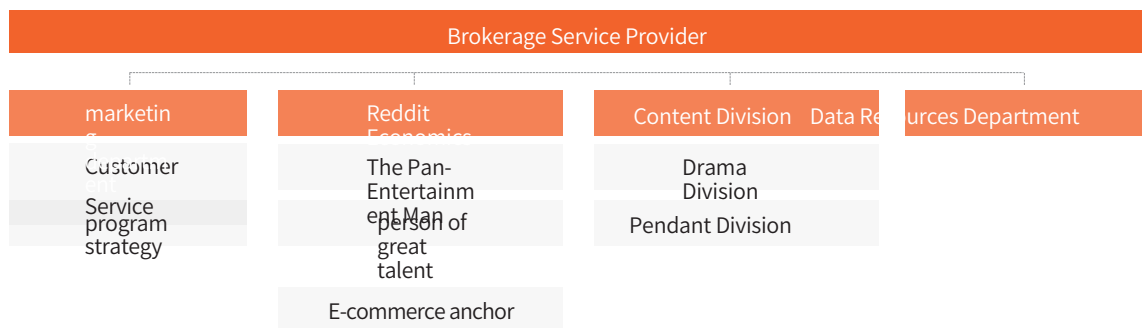
Common Diversified Employment Mode: Among brands, the most common operation mode is to split different short video + live broadcast e-commerce tasks for business outsourcing; some brands only set up management departments while outsourcing the actual business; a small number of enterprises operate short video + live broadcast e-commerce business independently, and in this kind of enterprises, only live broadcasting and operation positions are partially adopted by the socialized employment mode of cooperation.

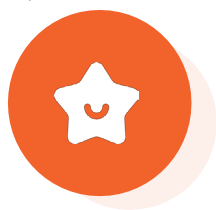


Brokerage service providers mainly carry out incubation and development of daren. It is similar to the traditional celebrity brokerage firms, except that it is larger than the celebrity brokerage firms in terms of the number of people in the company, and it incubates and serves more daren. Its typical organizational structure is shown in Figure:

Common Diversified Employment Mode: In this kind of service providers, the contracting mode between the service provider and the anchor and the anchor often adopts the "business cooperation" mode of profit-sharing, and there is seldom any labor relationship. In other words, anchors and celebrities mostly sign business cooperation contracts with the company, and rarely sign labor contracts. In most cases, the economic company assumes the function of a business "subcontractor", providing business leads and a certain amount of relevant professional and technical services for the anchor and the celebrity, while the celebrity will share roughly 40% of the proceeds with the company.

Brokerage Service Provider Organizational Structure

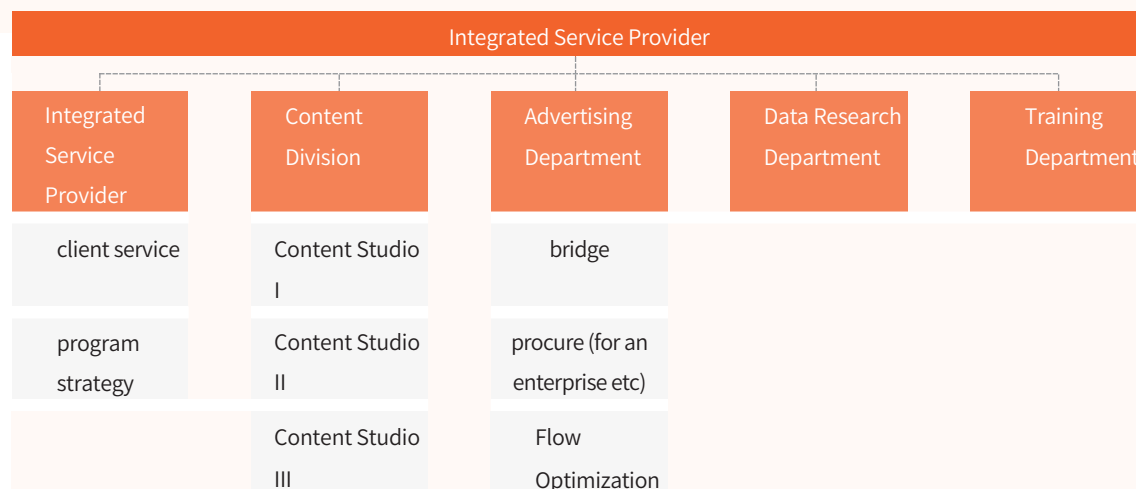




Larger comprehensive service providers are generally engaged in both daren brokerage, short video content production work, but also carry out e-commerce live operation on behalf of the operation, advertising and other businesses. Many of these service providers will form specialized studios around their clients. Some of the better-developed integrated service providers also have training and data support departments in addition to their own main business, providing skills training and data resource output to the brand vendors (brand owners) they serve. Their typical organizational structure is shown in Fig:

Organizational structure of integrated service providers

Common diversified employment model: the data research department and advertising department of this kind of service provider generally adopt the traditional employment system employment model, and the marketing department will often appear in the benefit-sharing type "sales partner" customer leads. The rest of the related service providers of the "operation business" more subcontracting and other modes, around the customer to set up a specialized work team, sending their own employees to the customer's office space for long-term live e-commerce related services.

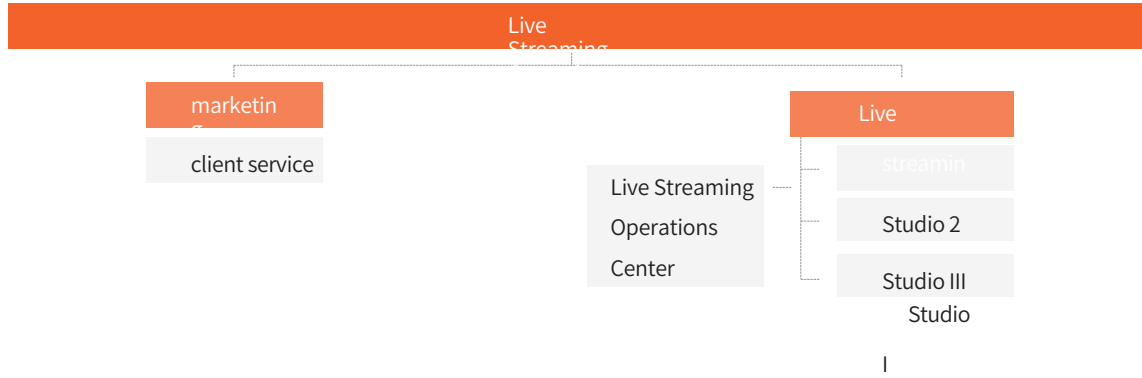


Live broadcast operation companies usually have independent live broadcast studios. These studios are assessed individually, some are set up around different anchors, some are set up around different customers, but there is usually a unified middle office for business, product selection, planning, data support and other support work. Its typical organizational structure is shown in Figure:

Common Diversified Employment Mode in the E-commerce Sector Diversified Employment Report

the live broadcasting operators with strong professionalism will cooperate in the form of socialized employment. On the one hand, to improve the remuneration of this member, on the other hand, to reduce the enterprise in the relevant studio business after the end of the payroll costs.

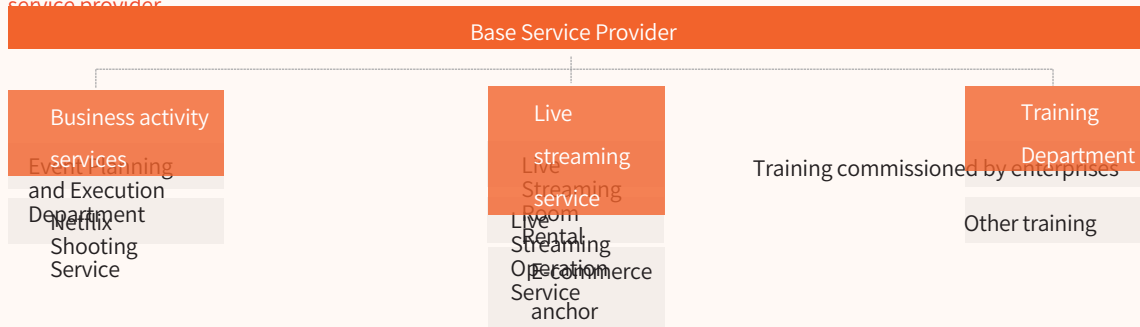
Content Service Provider (Live Streaming Operations) Organizational Structure





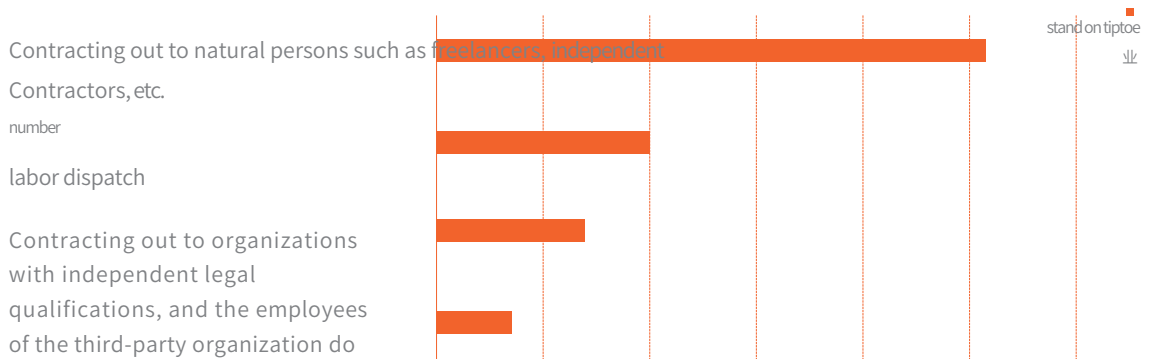
Common diversified labor mode: the most typical base service providers are short video shooting base and live base. Short video shooting base class traditional studio, live base is mostly by the traditional pendant class stores transformation. Its typical organizational structure is shown in the figure. Among the base service providers, due to the uniqueness of their venues, etc., they occasionally adopt the mode of business outsourcing to reduce the operating costs when carrying out the related service work.

Organizational structure of the base service provider



2.1.5 Summary of Diversity Employment in Sample Enterprises

According to UFIDA Research Institute, enterprises in the survey have adopted diversified employment models, and some short video + live broadcast e-commerce enterprises have adopted one or more socialized employment models. Overall, about 87% of enterprises have adopted the socialized labor mode of "contracting out to independent natural persons", followed by the two modes of "labor dispatch" and "contracting out to enterprises without working in the enterprise". This is followed by "labor dispatch" and "contracted to the enterprise and not working in the enterprise". In more than one-third of the service providers interviewed, the proportion of socialized workers to the total number of employees has exceeded 40%, and is on the rise. This data is not obvious in the live streaming business run by the vendors (brand owners) themselves.



not work in the enterprise's workplace

Contracting out to organizations with independent legal qualifications, and the employees of the third-party organization work at the enterprise's workplace

0 5 10 15 20 25 30

Fig. 2-2 Mode and Number of Socialized Employment in Sample Enterprises

Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", Time period: May 2022

2.2

Diversified types of labor and recruitment channels for enterprises

2.2.1 Types of Diversified Employment in Enterprises

Combined with the reasons for employment, according to the strong or weak relationship between the collaborators and the core interests of the enterprise, the UFPA Research Institute categorizes the types of employment into the following four types: the short video + live broadcasting e-commerce field is mainly concentrated in the three categories of cost-control, benefit-sharing, and value-driven, while the basic outsourcing type is mainly embodied in the cooperation between the brand vendors (brand vendors) and the third-party companies.

Basic outsourcing type	Cost control type	Benefit-sharing	value-driven
Outsourcing labor or simple repetitive work that is not regularly used by the company.	Some of the skilled personnel with irregular needs and high labor costs are outsourced on a project-by-project basis.	Utilizing the resources of social personnel and expanding business widely outward for mutual benefit.	Utilizing the experience and expertise of social workers to accomplish core business.

2.2.2 Enterprise talent recruitment channels

For the short video + live broadcast e-commerce field, acquaintance introduction is the most important source of recruitment information for independent natural persons, followed by online community recruitment and third-party platform recruitment. Acquaintance introduction has the advantages of high information validity, high communication efficiency, low communication cost, high success rate and high stability. As shown in Figure 2-3:

Recruitment channels for socialized workers



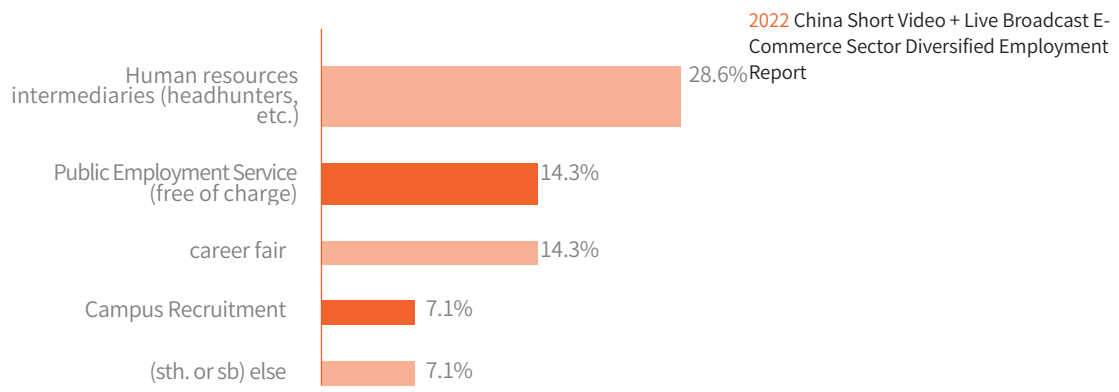


Figure 2-3 Diversified Employment Recruitment Channels

Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", Time period: May 2022

Channel
situation

key feature



Partner of a cultural media company in

For part-time work, it's actually more of a friend referral, to be



Expanding Business by
Networking (Benefit Sharing)
Introducing by Networking



Project Manager of an

company in Beijing



No extra cost to control costs



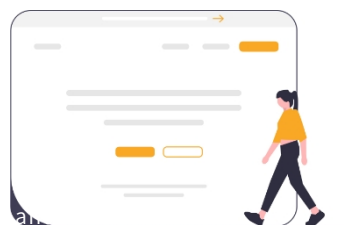
Partner of a short video

production company in Beijing

We actually have a small degree of exclusivity



Shared resources within the industry



Partner of a cultural



Targeted, direct communication, efficient and

effective

Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", time period: May 2022

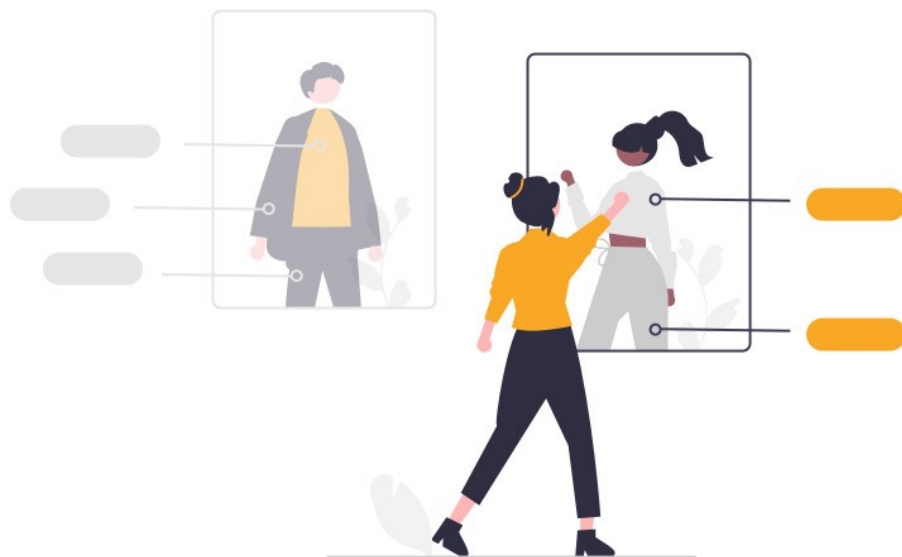
2.2.3 Talent Recruitment Costs

According to the research of UFPA Research Institute, 80% of the enterprises in the field of live broadcasting e-commerce have a recruitment cost of less than \$300, with nearly 30% of them having a recruitment cost of between \$50 and \$100, and only 17.65% of them having a recruitment cost of more than \$500. On the contrary, vendors that have not conducted short video + live broadcast e-commerce business have to pay more than \$500.

(It is extremely difficult for (brand owners) to recruit professionals who are specialized enough to start regular operations. This shows that the field of e-commerce live broadcasting has a strong exclusivity, and you need to look for professionals in the industry when you are recruiting.

Resource Channel	Costs Generated Forms	Paid Costs
Introduction to contacts (circle of relations)	<ul style="list-style-type: none"> • Gratuitie • s Appre ciatio n meals 	<ul style="list-style-type: none"> • General staff ranges from a few dozen to a few hundred • High-value personnel may amount to thousands or even tens of thousands of dollars
Recruitment of personnel (online platforms, school recruiting campuses)	<ul style="list-style-type: none"> • Web platform: • website paid campus recruitment: commission fees 	<ul style="list-style-type: none"> • Recruitment platform promotion budget • Students will be paid a commission based on the actual number of students recruited
Corporate website, public solicitation	N/A	Costs can be disregarded

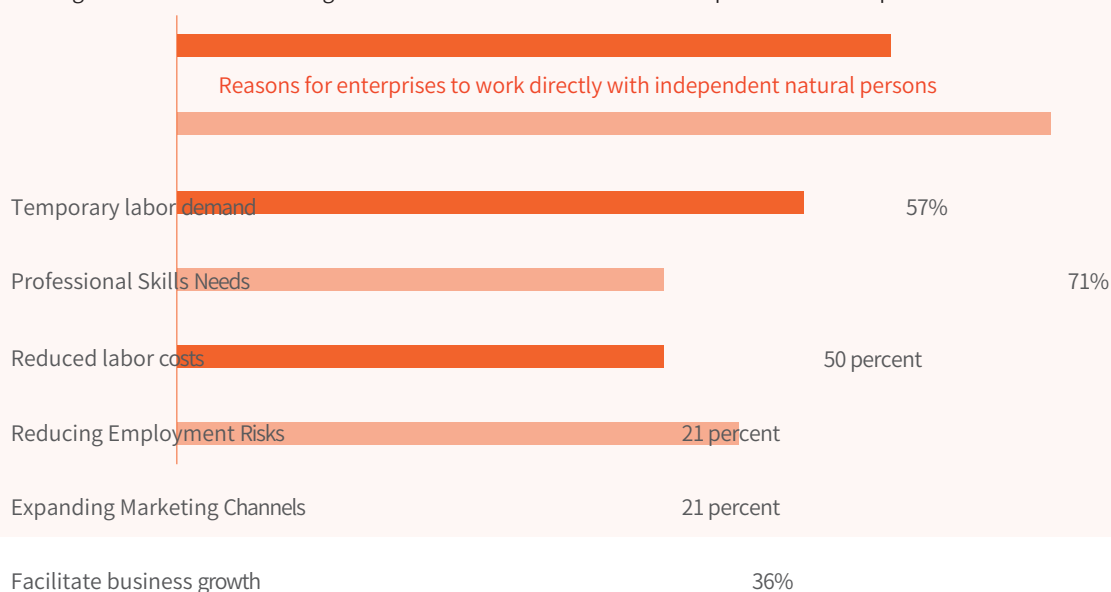
Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", Time period: May 2022



2.3

Reasons why companies diversify their labor force

According to the research findings of the Research Institute of UFPA, enterprises in the field of live e-commerce use diversified reasons for employment, including: demand for professional skills, temporary labor demand, and reduce labor costs. At the same time, the live e-commerce field job five flexibility, resulting in the urgent need for new management structure to reduce costs and promote development.



Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", time period: May 2022



Five Flexibilities



Flexibility in the use of cyclical labor

With the cyclical or sudden changes in the volume of business fluctuations, the amount of labor needs to be increased or decreased to achieve cost optimization, the best can be achieved when called, waved away.



Functional mandate flexibility

The rapid changes in business operations based on strategy, competition, and development requirements require the ability to quickly adjust positions and match talent capabilities, so it is important to achieve flexible deployment of the functions and tasks involved.



Flexibility of time and place

After the enterprise has refined the job task items, some of the job items do not need to be completed by full-time staff at special locations, and it is expected to realize the flexible matching of the working time and location of the employment of workers.



Relationship and risk flexibility

In the pursuit of high growth, companies are bound to have high turnover in some positions, which brings high risks and high management costs, and therefore some functions need to take a more flexible approach in order to achieve flexibility in relationship portfolio and risk management under high mobility.



Incentive flexibility

Employment relationships have inherent pay rigidity and incentive difficulties,

2.4

Diversified Employment Needs and Pain Points of Enterprises



cost control

Overall, the amount of compensation offered to social workers in the short video + live streaming e-commerce sector is in line with the salary range of the market for the same type of formally employed workers, which is in line with the perception and expectation of companies employing workers. The short video + live broadcast e-commerce sector has a high demand for both long-term cooperation and short-term temporary labor, resulting in different compensation settlement methods for different types of jobs. Overall compensation in the short video + live streaming e-commerce sector is very flexible, and is usually paid on a daily, weekly, monthly, project, finished product, commission, base salary + commission, base salary + commission + incentives basis, and so on.

According to the research findings of UFPA Research Institute, enterprises generally require natural persons to provide invoices less often in cooperation with socialized labor (natural persons). For relatively fixed or long-term part-time personnel, such as brokers, anchors, netizens, part-time copywriters, etc., enterprises generally deduct the corresponding tax from the labor, and for some regular irregular and temporary part-time personnel, such as technical personnel, some companies operate in a cash settlement mode of operation thus avoiding tax deduction. The invoice problem, to a certain extent, increases the difficulty and risk of tax processing for enterprises, and likewise hinders the development of socialized labor. For large projects, companies prefer to work with companies rather than individuals. Socialized labor, to a large extent, reflects the trend of "de-securitization", which is the most significant part of the cost control effect.



Quality of employment

In a highly competitive market situation, enterprises prefer to use experienced and skilled workers in most industries and jobs, in order to bring greater input and output, increase work output per unit of time, and bring benefits. As mentioned above, the recruitment channels of socialized labor are mainly from circle referrals, which are vertically and deeply related to the industry, therefore, the possibility of recruiting experienced and skilled workers is higher, and the recruitment process can be directly controlled by the enterprise, which is relatively high in terms of satisfaction.



labor efficiency

Compared with the employment relationship, socialized labor will have a slight loss in terms of employment efficiency in terms of communication costs and other aspects, more suitable for some professional and technical positions with lower communication costs. For the bulk of basic labor needs, enterprises prefer to use third-party human service companies, which can effectively solve the problems of difficult employment, recruitment, management and settlement, and improve the efficiency of recruitment, onboarding efficiency, organizational efficiency and management and settlement efficiency.



risk control

According to the research findings of UFIDA Research Institute, the risks that may arise from socialized employment mainly include: compliance risks, labor disputes, and property/reputation damage risks. When cooperating with a professional third-party company, the third-party company can propose a labor program that meets the actual needs of the enterprise according to the labor situation, reducing the possibility of labor disputes.



Stability of employment

The personnel itself has mobility, it is difficult to retain good employees, strong individuality, low constraints, and weak control of the enterprise over their work status, personal situation, and so on.

03

A Detailed Study of Flexible Employment Options in Short Video + Live Streaming E- Commerce Sector

3.1

Short Video + Live Streaming The State of Flexible Employment for E-Commerce Practitioners

3.1.1 Common job classifications

Figure 3-1 Business Talent Job Mapping for Short Video and Live E-Commerce Industry

brand power							
	Short video marketing	live broadcast e-commerce	advertising placement	Other positions			
1.1 client service	1.1.1 account manager Expanding brand client resources and reaching cooperation	2.1 Merchants Selection	3.1 marketer	4 talent agent			
	1.1.2 program strategy				2.1.1 Brand BD Expanding Supplier Collaboration	3.1.1 brand strategy Designate branding strategies based on client's needs and positioning	4.1 talent scouting Tap into quality talent resources and incubate them
1.2 Short video planning	1.2.1 project manager Interface with project clients on requirements and complete project deliverables	2.2 Live Streaming Planning	3.2 brand advertising	5 Training Team			
	Director's Team				2.2.1 Selection Specialist Utilization, evaluation and selection of recruited commodities	3.2.1 Brand Creativity Creative planning based on brand strategy	4.2 talent agent Conduct business and content management for contracted talent
	1.3.1 director (film etc) Interface with project clients on requirements and complete project deliverables				2.2.1 project manager Interface with project clients on requirements and complete project deliverables	3.2.2 media channel Choosing the right media channel for advertising	5.1 Course Development Curriculum design and development
	1.3.2 videotape Short video shoots based on content paddles				2.2.2 Desktop Planning Curated live studio scripts	Director's Team	5.2 Course Operations Course Packaging Promotion and Delivery
1.3 Short video operation	1.3.3 illumination Lighting or adjusting the light when shooting short videos	2.3 Live Broadcast	3.3 performer	6 Research Team			
	1.3.4 sound recordings				2.3.1 director (film etc) Assisting in the live streaming process in large-scale e-commerce live streaming to ensure live streaming effectiveness	3.3.1 director (film etc) Interface with project clients on requirements and complete project deliverables	5.3 Training Lecturers Short Video Direction Training Instructor Live Direction Training
1.4	Team Daredevil	2.4 Pre-sales Customer Service	3.4 Daredevil	7 Functional Teams			
	1.3.6 Daredevils Performing or knowledge sharing in short video shoots				2.3.2 moviemaking Responsible for overall preparation, securing schedule,	3.3.2 videotape Short video shoots based on content paddles	6.1 Project Researcher Conducting a holistic study of the project
	1.3.7 Assistants				Anchor Team	3.3.3 illumination Lighting or adjusting the light when shooting short videos	6.2 Industry Researchers Responsible for conducting research on the overall live streaming industry trends
	1.3.8 Make-up artists Complete the overall and makeup look of				2.3.4 Anchor Conducting live explanation and sales of	Team Daredevil	6.3 Data Analyst
1.4	Backstage Team	2.4.1 Pre-sales Customer Service	3.4.1 person who takes things philosophically Perform or share knowledge in short video shoots.	7.1 executive (adjective) Completion of the company's daily operation security			
	1.3.9 Editing Editing for short videos				2.3.5 Subcasting Assisting the anchor with additional interrelated issues	3.4.2 assistants Assisting the Daredevils in their tasks	7.2 the facts of life Managing the company's personnel
1.4	1.3.10 Special effects Doing color grading, rendering, and special	2.4.1 Pre-sales Customer Service	3.4.3 edit (video images, film) Editing for short videos	7.3 financial affairs Engaged in financial management			
	1.3.11 Dubbing Music and post dubbing for short videos				2.3.6 Direct broadcast control Enhancement of fan activity and atmosphere in the self-podcasting room,	Backstage Team	7.4 legal affairs Responsible for the company's legal affairs
1.4	1.3.12 Synthesis Doing post-production work for short	2.4.1 Pre-sales Customer Service	3.4.4 sound recordings Responsible for sound recording and editing	7.5 Brand PR Shaping the corporate brand image			
	1.4.1 Media Responsible for media placement, boosting video plays, user conversion				2.3.7 Live broadcast operations Live streaming planning and data	3.4.5 especially efficacious Do color grading, rendering, and special effects for short videos	
1.4	1.4.1 Media Responsible for media placement, boosting video plays, user conversion	2.4.1 Pre-sales Customer Service	3.4.6 person who takes things philosophically Perform or share knowledge in short video shoots.	7.5 Brand PR Shaping the corporate brand image			
					2.3.8 Direct broadcast placement Responsible for placement to increase	3.4.7 assistants Assisting the Daredevils in their tasks	
1.4	1.4.1 Media Responsible for media placement, boosting video plays, user conversion	2.4.1 Pre-sales Customer Service	3.4.8 dubbing (filmmaking) Music and post-voiceover for short videos	7.5 Brand PR Shaping the corporate brand image			
					2.3.9 Operations Assistant Assist with live streaming operations	3.4.9 edit (video images, film) Editing for short videos	
1.4	1.4.1 Media Responsible for media placement, boosting video plays, user conversion	2.4.1 Pre-sales Customer Service	3.4.10 synthesis	7.5 Brand PR Shaping the corporate brand image			
					2.3.9 Operations Assistant Assist with live streaming operations	3.4.10 especially efficacious Do color grading, rendering, and special effects for short videos	

2022 China Short Video + Live Broadcast E-

Short video operation	<p>Data such as the amount of chemistry</p> <p>1.4.2 Fan operation Maintaining relationships with community members and taters</p> <p>1.4.3 Account Operation</p>	2.4 Post-live broadcast	<p>Answer questions before users place orders</p> <p>2.4.2 Fan Operation Maintaining fan and anchor stickiness</p> <p>2.4.3 After-sales customer service Answering questions after the user places an order and receives the goods</p>	<p>3.4.1 advertising execution Execution of brand advertising and traffic advertising</p> <p>3.4.2 Placement Optimization Optimize the effectiveness of ad delivery</p>	<p>7.6 graphic design Meet the graphic design needs of short video and live streaming implementations</p>
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consumers

Short video marketing positions

Team	Job Role	Characters	Job responsibilities	qualifications
1.1 client service	1.1.1 Account Manager	Expanding brand client resources and reaching cooperation	Matchmaking with brand-side clients to customize a personalized short video marketing plan based on their needs;	Strong communication skills, good customer development and service capabilities; Internet marketing experience, familiarity with
	1.1.2 Programmatic strategy	Customized short video marketing solutions for brand-side clients	Customize short video marketing planning and strategic plan according to client's needs; responsible for overall creative conception, program writing, client proposal, etc., to enhance	Strong communication skills, planning skills, proposal skills, and team coordination and cooperation skills; Possess excellent creative planning skills, market insights, and content integration.
1.2 short video planner	1.2.1 Project Manager	Interface with project clients on requirements and complete project	Responsible for project delivery requirements, close communication and collaboration with project clients; clear project positioning, develop operation plan according to project proposal, docking between customer service team and content production team	Experience in short video operation and project management, familiar with short video operation rules of mainstream platforms; Product cost consciousness and project time control ability and judgment decision-making
	1.2.2 Copywriting	Curating short video content and writing copy	Responsible for creativity and curation of short video content; responsible for split-screen script writing;	Ability to plan and script short video selections; With marketing thinking, proficient in short video community operation skills, familiar with short video platform characteristics, user preferences.
1.3 Short Videos Filming Team	1.3.1 Directing	Responsible for planning and directing short videos	Directing specific videos based on planning; Coordinate and control all aspects of short video production, and make strategic adjustments and content improvements according to project	Ability to integrate and coordinate and to be a gatekeeper to the tolerant; Familiar with the working method of short video
	1.3.2 Video recording	Short video shoots based on content curation	Shooting based on creative scripts and pre-production staff needs.	Ability to use filming equipment; Familiar with the gameplay and basic skills of short video platforms, with a certain sense of innovation and aesthetic ability.
	1.3.3 Lighting	Lighting or adjusting the light when shooting short videos	Responsible for adjusting lighting, setting up scenery and prop displays.	Ability to use lighting equipment, familiar with filming and video production process.
	1.3.4 Recording	Recording and audio production for short videos	Responsible for short video pre-recording, sound repair, sound design work, control the recording process, to ensure the quality of recording.	Ability to record on-site and edit audio in post-production, and proficiency in all types of audio editing software.
	1.3.5 Production	Responsible for the overall preparation of short video shooting, shooting security, budget	Assemble the production team according to the short video project and coordinate the whole process of content setting; Strictly execute the production plan and production budget, track the production process,	Familiar with short video pre-preparation, mid-term post-production process and cost; with teamwork consciousness and comprehensive integration ability, able to coordinate internal and
	1.3.6 Daredevils	Appear in short videos to perform or share knowledge	Participate in the content planning of short video selections and appearances on camera.	Good image temperament, with a certain degree of on-camera expression, with the ability to perform, good at role interpretation;
	1.3.7 Assistants	Assisting Daren in their daily work work and related activities of the Darren.	Good communication and expression skills and adaptability	Responsible for managing and coordinating the daily
	1.3.8 Make-up artists	Complete the overall and makeup look of the short video character	Different looks are designed according to the requirements of different shooting scenarios; Complete the overall image design of the character's	Proficient in makeup knowledge and procedures; Innovative and fashionable, with unique design and creativity in make-up styling, hairstyle styles and clothing styles.
	1.3.9 Editing	Editing for short videos	Responsible for post-production of short videos, editing according to the video script.	Ability to use video editing software; Familiar with short video post-production workflow, creative and editing ideas, basic photography and videography, strong aesthetic
	1.3.10 Special effects	Do color grading, rendering, and special effects for short videos	Responsible for the technical realization of 3D effects for short videos; Lead the post-production team to develop packaging	Familiar with short video post-production workflow, skilled in using 3D software to create movie and TV grade special effects; Have some art skills and aesthetic ability.
	1.3.11 Dubbing	Music and post-voiceover for short videos	Ability to accurately understand scripts and complete recording tasks for short video narration and character voices; Cooperate with the post-recording preparation and post-	Standard Mandarin (or a particular dialect), good or distinctive voice conditions, and the ability to match a wide range of voices; Good teamwork skills
	1.3.12 Synthesis	Doing post-production work for short videos	Doing post-production work for short videos	Familiar with short video post-production workflow, proficient in the use of special effects synthesis production related software; Have some art skills and aesthetic appreciation.
1.4 Short Video Operatio ns Team	1.4.1 Media	Responsible for media placement to increase video plays, user conversions and other data	Responsible for the day-to-day placement of the account, including demand matching, budget control, and content control; Real-time tracking of placement data and evaluation of	Familiar with new media platform promotion forms, with media placement experience and traffic acquisition ability; Demonstrated data sensitivity and analytical skills; Sensitive to online hotspots and familiar with new media
	1.4.2 Fan operation	Maintaining relationships with community members	Responsible for community membership growth and community event planning and execution; Maintaining the relationship between the daren and the	Conscientious and responsible, strong communication and execution skills, and quick to deal with a variety of community issues; Familiar with the use of community and social media.
	1.4.3 Account Operation	Responsible for the daily operation of the short video account to increase the number of	Responsible for short video exposure data, account uptake and other data; Monitor the operation data of each platform and make corresponding data analysis to establish	Sensitive to all kinds of content in short video, sensitive to current hot words and hotspots; Familiar with the mechanism of short

Live e-commerce jobs

Team	Job Role	Characters	Job responsibilities	qualifications
2.1 Merchant Selection Team	2.1.1 Brand BD	Expanding Supplier Collaboration	Tap into quality brands and merchants, do a good job of commodity integration and merchant docking; implement product and price negotiation, and maintain relationships with merchants.	Possesses a keen sense of quality goods in the market, investment promotion and negotiation skills as well as the ability to negotiate for brand owners and channel players.
	2.1.2 Business cooperation	Tapping into the resources of anchors and personalities	Responsible for the excavation, negotiation and signing of anchors and talents.	Strong communication skills, understanding of live streaming ecology and, anchor resources and discovery ability.
	2.1.3 Selection Specialist	Use, evaluation and selection of recruited goods	Responsible for comparing and evaluating the performance, appearance, and usage experience of various categories of products; researching product selling points and assisting anchors and teams in understanding the products.	Possesses product selection skills and quality control ability, professional ability to interpret the applicable environment and scenarios of various products.
	2.1.4 Compliance Officer	Responsible for vendor audits and commodity compliance management	Research the ingredients, characteristics and potential risks of goods to ensure that they are legally qualified for sale; Audit the qualification of suppliers to ensure that the source of goods is legal and safe; track the quality feedback of goods on sale.	Requires legal compliance related expertise; Risk awareness and familiarity with market supervision and management and regulatory policies.
2.2 Live Streaming Planning Team	2.2.1 Project Manager	Interface with project clients on requirements and complete project deliverables	Responsible for project delivery requirements, assessing delivery costs and delivery risks, ensuring successful delivery of projects, close communication and collaboration with project clients; Build a live broadcast team, sort out the live broadcast workflow, develop a live broadcast program, and develop an assessment program.	Experience in short video operation and project management, familiar with short video operation rules of mainstream platforms; Product cost consciousness and project time control ability, good judgment decision-making ability and data analysis ability.
	2.2.2 Desktop planning	Curated live studio scripts	Responsible for live topic selection planning, responsible for live product selling point planning, including the overall program, product highlights refining, writing anchor live script and marketing activities related to copywriting.	Able to grasp the psychology of users, with copywriting skills, familiar with e-commerce live content and live fan play.
	2.2.3 Activity operation	Plan live events	Responsible for the planning of activities before, during and after the live e-commerce business in all aspects, combined with festivals, hot events, etc., planning and developing the theme of the activities; Combined with user characteristics, establish activity operation system and organize all kinds of user activities.	Ability to integrate and coordinate and to be a gatekeeper to the tolerant; Familiar with the working method of short video director, familiar with the platform, good planning ability, execution ability.
2.3 Live Streaming Team	2.3.1 Directing	Coordinate the live streaming process in a large-scale e-commerce live streaming to ensure the live streaming effect	Coordinate the shooting and recording of live broadcasts and live previews, responsible for on-site scheduling and control, creative research and development of e-commerce live broadcasting models, planning for live broadcasting scheduling, controlling live broadcasting processes, progress, and business execution.	Independently promote the whole live broadcast process, familiar with the platform live broadcast operation environment, with on-site organization ability and team management experience; Creative thinker and cognizant of live streaming trends and audience needs.
	2.3.2 Producing	Responsible for overall preparation, securing schedule, and controlling budget in large-scale e-commerce live broadcasts	Responsible for screening the production team and coordinating the whole process of content setup; Strictly executing the production plan and production budget, tracking the production process, guaranteeing the progress and ensuring the quality of live broadcast.	Familiar with the pre-preparation, mid-term post-production all processes and costs; with a sense of teamwork and comprehensive coordination ability.
	2.3.3 Guided broadcasting	Mobilizing and switching camera positions during large-scale live broadcasts	Responsible for debugging equipment before live broadcast, familiar with the live broadcast process, camera layout, lighting layout, complete the live broadcast during the guide, follow the work of the camera, to ensure the quality of the screen switch.	Proficient in the use of photographic and video equipment; Meticulous and patient work, strong sense of responsibility, communication and learning ability.
	2.3.4 Anchor	Conducting live explanation and sales of products	Responsible for introducing and displaying merchandise on live streams and interacting with users; Responsible for post-live review, summarizing words, emotions, expressions, voice, etc.	Have the ability to build the professional mindset and image packaging of the anchor, and the ability to utilize discourse skills; Cheerful and confident with a good sense of camera; Quick thinking, good communication skills and strong scene control skills.
	2.3.5 Subcasting	Assisting the anchor with additional explanations and answering questions related to the broadcast period	Live broadcast is responsible for assisting the anchor to introduce and display the goods, answering users' questions and driving the atmosphere of the live broadcast room; Assist with review after the live broadcast.	Familiar with the live streaming process, merchandise information and scripted content; Outgoing, good communicator, quick thinker with strong resilience.
	2.3.6 Direct broadcast control	Enhance live fan activity and atmosphere, coordinate emergencies	Responsible for live rhythm control, live room layout planning, regulating the atmosphere; responsible for live before the debugging of equipment, product up and down, price change, activity settings, page information editing, center console operation; Pay attention to the live situation and solve the unexpected problems of the live broadcast in time.	Ability to build live room scenarios; Familiar with center console controls, resilience, quick thinking and responsiveness.

	2.3.7 Live broadcast operations	Live streaming planning and data enhancement from a holistic perspective	Responsible for the conversion rate, sales and other daily live broadcast data, activity operation data analysis and statistics, from the perspective of the person and the brand, summarize and analyze the products and activities of the problem, timely adjustment of the operation strategy and promote the landing, to give the anchor live advice; Research user demand and conversion characteristics, promote live streaming and conversion, in-depth understanding of product selection, marketing activities, subsidy policies and other factors affecting transaction conversion, drive the operational rhythm to ensure merchandising conversion.	Ability to run live streaming operations; Familiar with the rules of live selling and understand the marketing techniques of the live industry; Sensitive to data, understand the rules of traffic operation, sensitive to market dynamics, with market analysis, judgment ability; Team management and planning skills, cross-departmental communication and external resource integration skills, experience in live e-commerce or new media.
	2.3.8 Direct broadcast placement	Responsible for placement to increase ROI in the live room	Responsible for the live broadcast process of the placement work, traffic detection, monitoring and tracking, through the data analysis of placement optimization, adjust the promotion strategy, responsible for ROI data, according to the anchor precipitation ability to accurately assess the amount of placement.	Experience in live broadcast placement, familiar with short video platforms and other media; strong logical thinking and data analysis skills.
	2.3.9 Operational support	Assist with live streaming operations	Live broadcast daily operation and maintenance and other assistance work, including live broadcast scheduling, live broadcast content, activity planning and material optimization.	Demonstrated communication and coordination skills, sense of responsibility and teamwork.
2.4 Live Streaming Post-Production Team	2.4.1 Pre-sales customer service	Answer questions before users place orders	Answer buyer's questions in a timely manner, determine buyer's needs, resolve buyer's concerns, guide sales, and enhance the anchor's image; Statistical analysis and recommendations based on customer feedback on issues and needs Promote problem solving and enhance user satisfaction.	Familiar with office software operation, fast typing speed; stress resistance, strong communication skills, and patience.
	2.4.2 After-sales customer service	Answering questions after the user places an order and receives the goods	Accepting customers' after-sales stage, such as logistics, after-sales and other customer complaints; Follow up on customer complaints, handle customer returns and refunds, and maintain good relationships with customers.	Familiar with office software operation, fast typing speed; stress resistance, strong communication skills, and patience.
	2.4.3 Fan Operation	Maintaining fan and anchor stickiness	Responsible for the maintenance of the live streaming fan base, improving user engagement, increasing fan stickiness, and building a high-quality community.	Fan operation and maintenance skills, fan demand analysis skills; communication skills, execution skills and team management skills.
	2.4.4 Account Operation	Increase anchor account exposure	Responsible for boosting the anchor account's follower count exposure and other data, posting live teasers and editing live content.	Ability to upsell and convert accounts; Sensitive to online hotspots and understand the operating rules of each platform.

Advertisement Placement Positions

Team	Job Role	Characters	Job responsibilities	qualifications
3.1 market (also in abstract)	3.1.1 Branding strategy	Develop branding strategies based on client's needs and positioning	Responsible for conducting research on the client's industry, the brand itself, and the user's needs; responsible for the service client's brand planning, organization and implementation of brand promotion strategy and brand development strategy; Work with creative planners to complete the project plan, including project creative description, strategy analysis, and competitive analysis; Establish an effective analysis and evaluation system to guarantee the effectiveness of brand building and promotion.	Strong brand awareness, proposal skills and communication skills; Creative imagination and strong execution skills, good strategic thinking skills, ability to write copy independently and attention to detail.
	3.2.1 Creative Planning	Creative planning based on brand strategy	Understand the client's brand connotation and grasp the client's needs; Creative planning according to the brand strategy, and brand strategy to complete the project planning case, including project creative description, strategy analysis, competitor analysis, etc.; the quality of the planning program has the ability to control, including creativity, the text of the accurate delivery.	Strong creative thinking, colorful copywriting skills and original writing ability; good communication skills, good teamwork spirit.
3.2 brand advertising	3.2.2 Media channels	Choosing the right media channel for advertising	Responsible for contacting the media and selecting suitable media to place brand advertisements; Responsible for media cooperation and maintenance, writing media strategies, including media cooperation strategy development, media relationship development and maintenance, assisting in handling daily media cooperation work and diffusing brand influence.	Abundant media resources and proven media integration skills; strong communication and teamwork skills.
	3.2.3 Media procurement	Buying media channels to place ads	Responsible for media purchasing, billing, brand advertising period to ensure the smooth execution and closure of the project; Project budget, project cost reasonable control and analysis.	Experience with infomercial purchasing and knowledge of the principles of competitive buying formats and execution processes; Strong business negotiation ability and skills; clear thinking and good at organizing and mobilizing resources.
3.3 put into circulation	3.3.1 Advertising execution	Based on the strategy, creativity to do a good job in the implementation of activities, brand promotion work	Complete daily media execution; Regularly update media resources and coordinate media relations; Responsible for content rights and interests execution work docking, project on-line process follow up, material preparation for advertisement on-line.	Ability to execute, good communication and teamwork skills; good project execution skills, project management knowledge, familiar with the event operation process and all aspects.
	3.3.2 Advertising Campaign Optimizer	Responsible for advertising, monitoring placement data and promoting product sales	Responsible for advertising on various promotional platforms and completing related bidding to increase user visits, product sales and other data; Monitor placement data, produce data analysis reports, refine optimization solutions and drive execution; Optimize the promotion cost, effectively control the budget and maximize the effect of the placement.	Results oriented, clear thinker, sensitive to data and details, excellent logical thinking skills.

Other positions

Team	Job Role	Characters	Job responsibilities	qualifications
4 talent agent	4.1 Incubation	Tap into quality talent resources and incubate them	Responsible for exploring potential talents on different platforms and developing talents for signing; answering questions during the incubation period of talents' signing and maintaining the relationship with the celebrities.	Familiar with the Darren incubation model, can independently complete the Darren expansion and maintenance as well as resource replacement, resource expansion, etc; Possess strong communication and negotiation skills with a sense of purpose and responsibility.
	4.2 Brokerage of Daredevils	Conduct business and content management for contracted celebrities	Expanding the resources of Darren and reaching cooperation, maintaining the relationship with Darren; Cooperate with the content team to coordinate and plan for Darren in terms of content categories, persona positioning, business development, etc., so as to enhance Darren's hotness.	Strong communication skills and understanding of the short video talent ecosystem and talent operation model; Operational mindset, proficient in operational techniques for short video communities, and sensitive to data.
	4.3 Daredevil Business	Expanding the business resources of Darren and realizing business realization	Deeply explore all kinds of brand clients that meet the positioning and tone of Darren, and expand business resources; Maintain brand client resources, execute and complete Darren-related business work, including pre-	Strong business development skills, excellent negotiation and communication skills, time management skills and strong stress tolerance; Familiar with the relevant operation mode and process of Internet media and advertising, with the

communication, business negotiation, production of cooperation programs to ensure the smooth progress of advertising projects.

ability of resource integration.

Team	Job Role	Characters	Job responsibilities	qualifications
5 Training Team	5.1 Curriculum development	Curriculum design, research and development	Responsible for curriculum planning for short video and live training courses; Discuss course direction with instructors and course requesters, complete course content production, courseware creation, course recording and instructional session design. Communicate with the training team and instructors;	Experience working in the training industry, experience in planning and developing courses independently, and the ability to select topics independently; Strong logical thinking skills.
	5.2 Course Operations	Course Packaging Promotion and Delivery	Organize the implementation of training;	Good organizational skills, cross-departmental communication skills.
	5.3 Training of lecturers	Training for the short video and e-commerce industry from person employed in a trade or profession	Responsible for training in the direction of short video live streaming, anchoring and traffic placement; Participate in course discussions and content planning, and work with the course development team to complete course iterations and upgrades; Improve teaching methods and teaching system based on course feedback from students and the market.	Relevant experience in the industry; Strong presentation skills, good site control, logical thinking and learning ability.

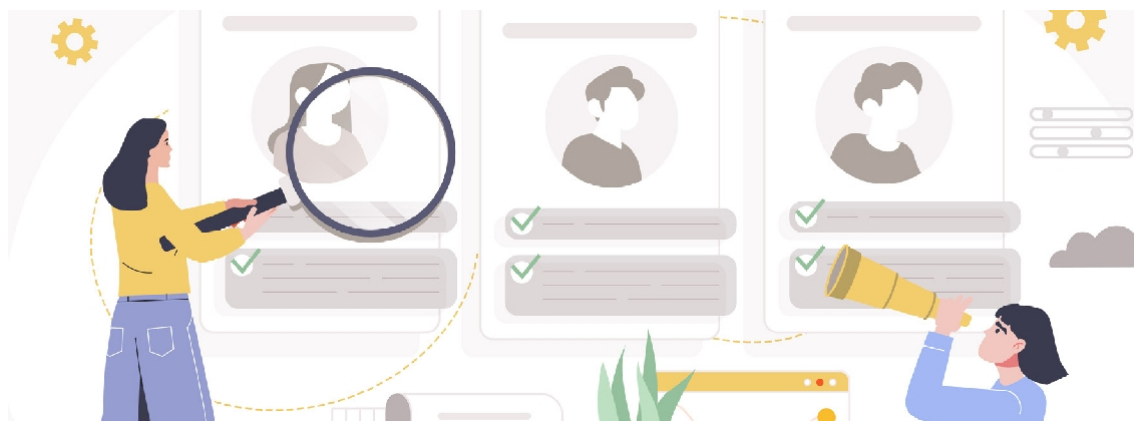
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Team	Job Role	Characters	Job responsibilities	qualifications
6 Research Team	6.1 Project Researcher	Conducting a holistic study of the project	Responsible for coordinating projects in the direction of brand, channel, user, etc., designing project research ideas, research content, selecting appropriate research methods and writing project reports; Participate in the whole project, responsible for project process management, quality control, good internal coordination and communication work, write project reports.	Experience in market research with research experience in quantitative or qualitative research methodologies; Ability to learn and innovate through technology, proficiency in market research techniques and more than one analytical method (quantitative, qualitative, etc.), proficiency in the use of statistical software (SPSS, SAS, etc.), good logical thinking ability; strong learning ability, teamwork spirit.
	6.2 Industry Researchers	Responsible for conducting research on the overall live streaming industry trends	Responsible for in-depth research on industry, company and industry chain, in-depth research on industry environment, industry status quo, competition pattern, relevant policies, judging industry development trend and prospect, and forming industry research reports; Participate in market demand research, data collection, data analysis, and design programs according to customer needs.	Experience in market research, industry research; Strong logical analysis ability, data statistics ability and information mining ability, good at quantitative, qualitative and other multi-dimensional data analysis methods; Strong learning ability, teamwork spirit.
	6.3 Data Analyst	Data support for research projects	Responsible for data analysis of projects; Sharp insight into the live market, focus on industry dynamics and customer demands, in-depth mining of industry data to provide decision support for the project.	Statistics, Mathematics, Economics, or other related field with proficiency in at least one programming language; Familiar with common data statistics and analysis methods, experience and ability to apply more in-depth techniques in related fields; Possess good logical thinking skills with data sensitivity.

Team	Job Role	Characters	Job responsibilities	qualifications
7 Functional teams	7.1 Administration	Completion of the company's daily operation security	Responsible for office supplies and related equipment procurement and other management; responsible for the preparation of the reception of the company meeting; Responsible for the company's administrative matters and day-to-day administration, maintaining the company's environment.	Proficient in the use of relevant office software, strong communication skills and service consciousness; Strong learning ability, strong communication skills, and a team player.
	7.2 Personnel	Managing the company's personnel	Responsible for recruiting personnel and handling entry and exit procedures, attendance and payroll production; responsible for the training of entry-level employees and employee labor relations management; Improve the company's compensation system, including salary structure and performance appraisal.	Proficient in the use of relevant office software, strong communication and teamwork skills; Strong learning ability, strong communication skills, and a team player.
	7.3 Finance	Engaged in financial management	Responsible for the company's cash receipts, payments and bank settlements, preparation of fund statements; preparation of bookkeeping vouchers and issuance of financial statements; Responsible for tax filing and handling bank related matters; Responsible for the construction of the company's financial system, accounting, fund management, budget and cost management and risk control.	Skilled operation of financial software, familiar with the processing of accounting statements and banking procedures; ability to daily cash management, bank's receipts and disbursements, accounting, bookkeeping, bill review; Good professional conduct and teamwork spirit.
	7.4 Legal Services	Responsible for the company's legal affairs	Responsible for reviewing, drafting, and revising contracts and other legal documents, identifying significant risks, and providing legal advice; Responsible for dealing with legal disputes and timely communication and coordination with administrative, judicial and other relevant departments; Participate in the legal compliance and risk control of daily operations and personnel management.	Familiar with contract law, company law, capital market and other related laws and regulations; Strong sense of responsibility, good communication and understanding skills and writing skills; legal professional qualification.
	7.5 Brand Public Relations	Shaping the corporate brand image	Formulate the company's brand public relations direction development strategy; planning and organizing brand public relations activities; Develop and maintain media resources and organize media coverage.	Excellent communication and copywriting skills. Strong creativity and media partnership resources.
	7.6 Graphic design	Meet the graphic design needs of short video and live streaming implementations	Responsible for visual design work, extracting product or event features and selling points, and designing promotional posters; Control the design quality, follow up the realization of the effect, mining user requirements, according to the user and data feedback to improve the design, output design solutions.	Proficient in all types of design software to independently fulfill design needs; marketing design thinking; Possesses aesthetic skills and maintains design acumen.

3.1.2 Diversified labor utilization in six core positions

According to the research findings of UFSS, the scale of socialized labor in the short video + live broadcast e-commerce field will be greatly expanded in the future, and the number of flexible employees of high-level collaborators/naturals (such as anchors, celebrities, content operators, business selectors, pre and post-producers, etc.) related to the core interests of the enterprise will be increased significantly.



anchor (TV)

Definition: generally refers to the live broadcast directly to the audience public introduction, marketing goods or services of the appearance of the person to live with the goods as the main content of the work, more services to the brand or merchant, dependent on the enterprise account to start the work.

Employment status: In the sample cases, except for one brand that only transferred part of its sales staff to anchors for security reasons, and there was no alternative work arrangement, other enterprises were positively supportive of working with anchors through non-labor relationships, and even more than half of the part-time anchors existed in some enterprises.

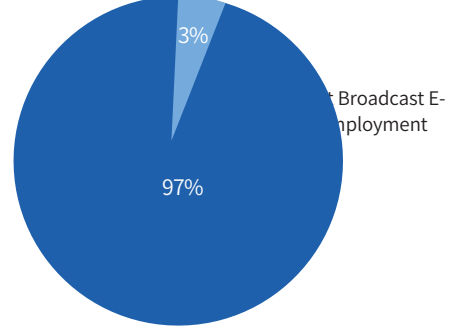
person who takes things philosophically

Definition: refers to the short video creation performance and live with goods as the main content of the work of the appearance creators. They mostly have personal independent accounts and fan groups, have independent content creation ability, and have a certain degree of influence in the vertical field.

Percentage of Diversified Employment Models Applied to Darling Positions

-
-

Employment status: As one of the standard groups of flexible workers, da people hardly have labor contracts with other enterprises, except for Some of them are formed by the transfer of personnel from other departments of the company to the Darren, Darren and the enterprise basically work in the form of business cooperation, is typical of the regular The position of applying socialized labor methods in a state-of-the-art manner.



Diversified Employment Model Standardized employment model

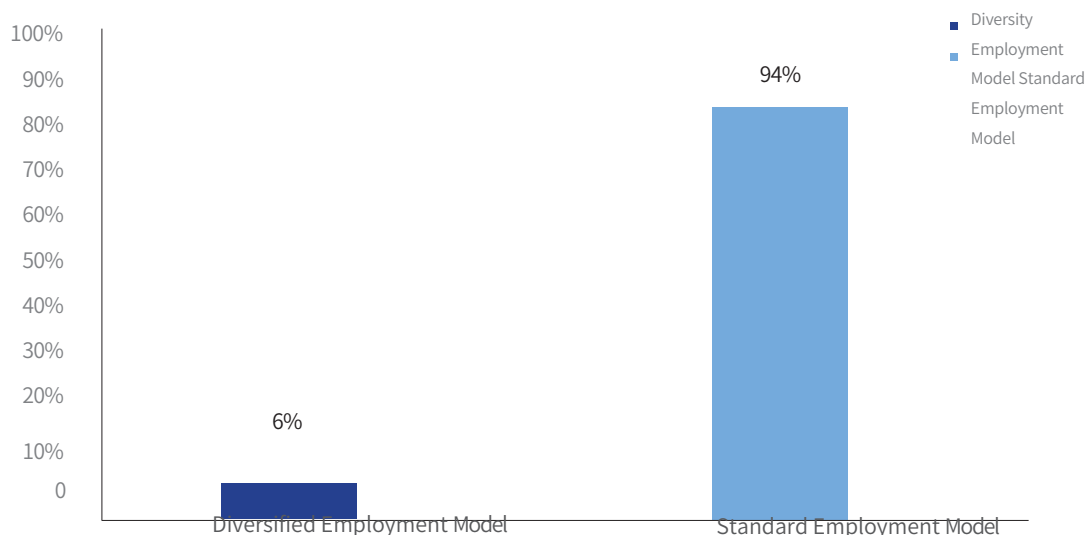
Data source: "UFIDA-2022 Research on Employment of Enterprises in the Field of Short Video + Live Broadcast E-commerce, Time period: May 2022

Content Operation

Definition: The person who is responsible for the daily operation of short video account content. The main work content includes: planning short video content, monitoring and analyzing short video operation data on various platforms, exploring fans' needs, operating fan communities, participating in platform activities and launching, reviewing, and establishing effective operation and communication strategies.

Employment status: Most of the enterprises in the sample indicated that they are in great need of professional content operators, so they mostly cooperate with part-time content operators in the form of socialized employment, making use of their professional ability to adjust and improve their own business conditions, and some of them work as part-time consultants to help the target enterprises establish effective operation and communication strategies.

Percentage of operational positions applying diversified labor models



Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", time period: May 2022

Live Streaming Operation

Definition: refers to the daily operation personnel responsible for bringing live broadcasting room. The main work includes: planning the live broadcast process, coordinating various types of work to promote the live broadcast work, controlling the live broadcast process and the overall data, participating in the platform live broadcast activities and publicity, data review, operating the fan community and interacting with it, digging into the needs of the fans, and establishing an effective operation and dissemination strategy.

Employment status: As an important position affecting the effect of short video + live broadcast e-commerce, live broadcast operation has always been the core of each company's control, and the application of

socialized employment mode is relatively small in the initial stage of the industry, but with the rapid development of short video + live broadcast e-commerce, the number of live broadcast operation personnel has gradually increased, and the division of labor has become more detailed. Taking the sample case companies as an example, the socialized labor division of live broadcast operation personnel is more serious, and some live broadcast operation and management posts with strong professionalism adopt the form of socialized labor to carry out work in different live broadcasting rooms of the same track. And with the rapid development of the live broadcast industry, many beginners who wish to enter the short video + live broadcast e-commerce field will also first contact the live broadcast operation post, engaging in basic work such as community operation. They also conduct business in the form of alternative work arrangements, but their income is more limited and is common in many of the more well-known live broadcasting rooms.

Business Selection

Definition: Responsible for docking with brands, evaluating, screening and selecting the recruited goods, assisting anchors and teams to understand the goods and provide quality goodies for live broadcast.

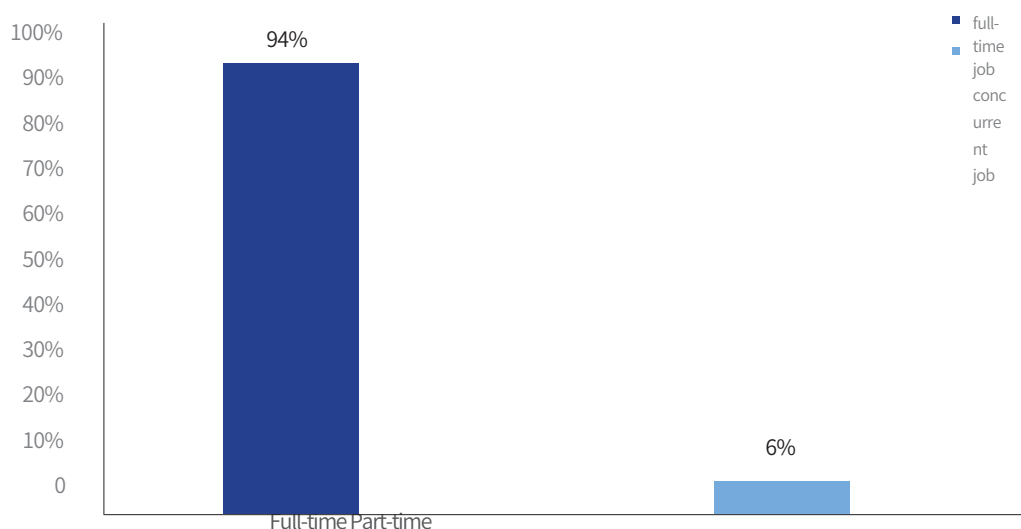
Employment status: As a business position, the live picking position is one of the positions that best reflects the trend of socialized employment. Excellent business selection post practitioners have a wealth of contacts, usually can quickly complete the repeated switch between business selection and free brokers. Not only can they improve the efficiency of selling in the live broadcasting room and expand the income from live broadcasting, but also open up cash channels and provide more comprehensive short video + live broadcasting e-commerce business services.

Traffic placement

Definition: The job content is divided into two kinds of short video placement and live broadcast placement. Mainly responsible for real-time tracking of placement data in the short video operation and live broadcasting process, to determine and adjust the advertisement placement strategy, to improve the short video playback, user conversion and other data, to optimize the placement plan and promotion strategy.

Employment status: Firstly, as a core position affecting the operating effect of short video + live broadcasting e-commerce, every experienced traffic caster needs to spend a relatively high amount of cost for training; secondly, for live broadcasting, the cost of casting has been one of the main sources of operating costs, so the application of traffic casting positions in the form of socialized labor is relatively small.

Percentage of Traffic Placement Jobs Applying Diverse Employment Models

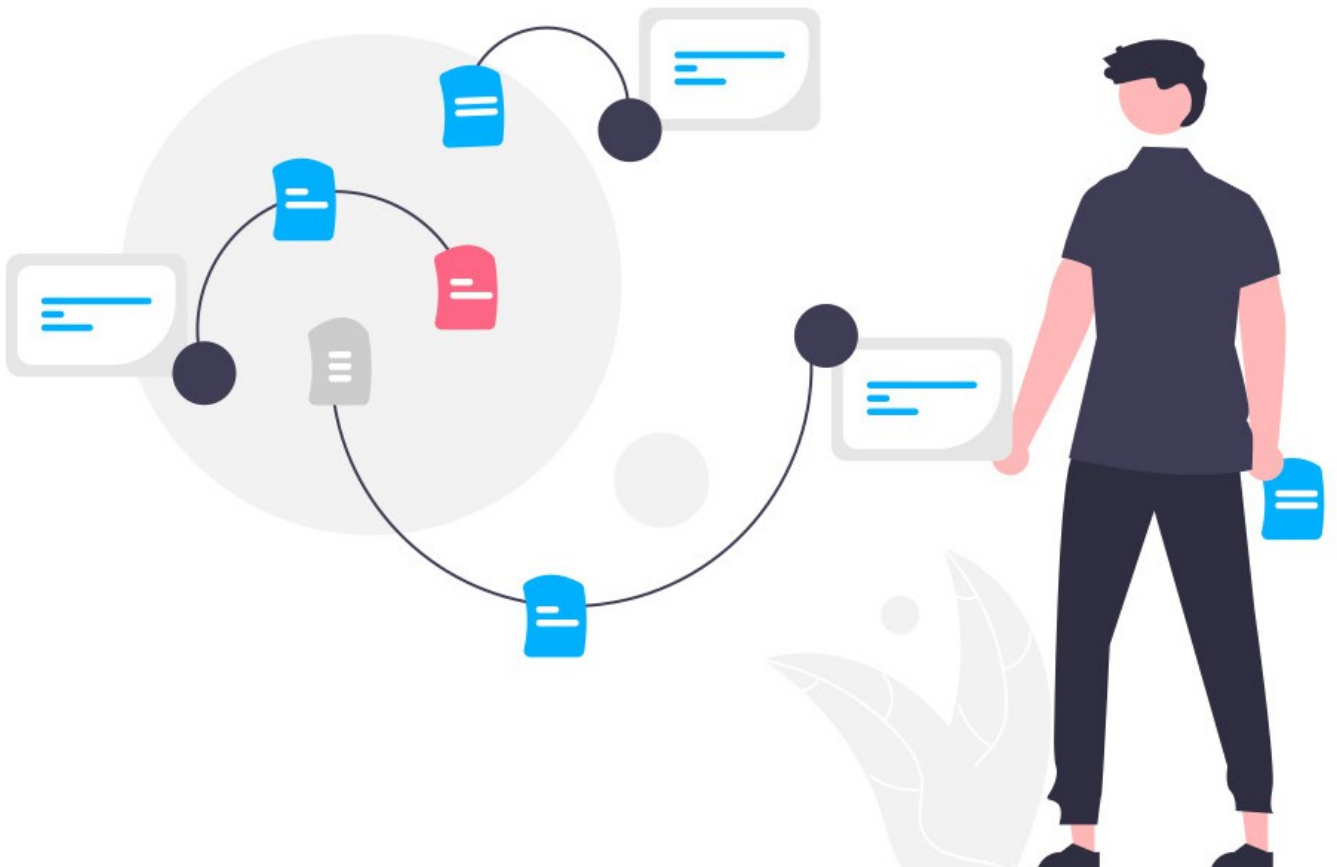
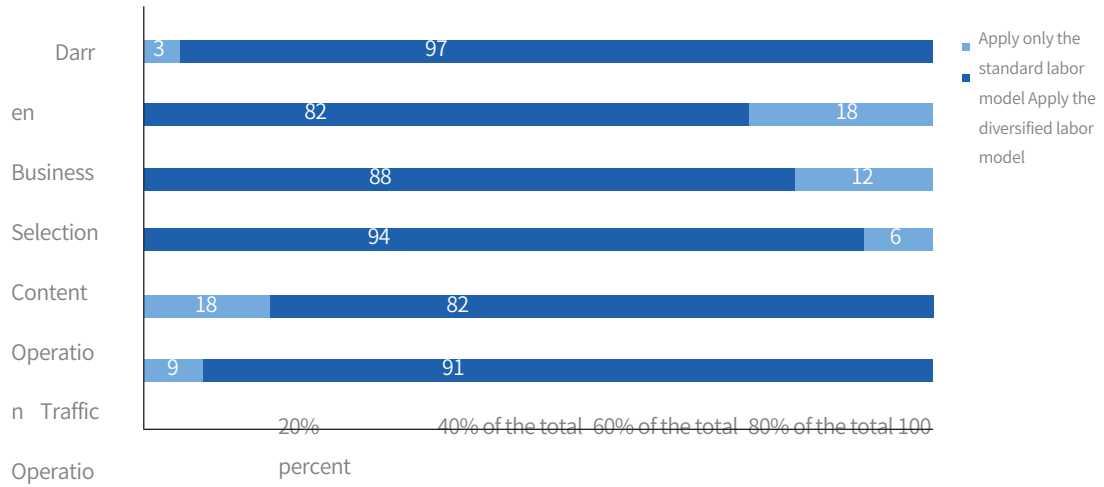


Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", Time period: May 2022

3.1.3 Sample Flexible Practitioner Basic Summary

According to the research findings of UFIDA Research Institute, in the field of short video + live broadcast e-commerce, it is found that socialized labor mainly exists in the post types with professional status, such as anchors, celebrities, live broadcasting operation, business selection, content operation, and so on. Comparatively speaking, these collaborators have the characteristics of "super individuals": their work content is more vertical, their work creates more value, they have higher requirements for professionalism, and they have stronger direct connection with enterprises and stronger influence.

Short video + live broadcast e-commerce field common jobs diversified labor mode application ratio



3.2

Short video + live broadcast e-commerce practitioners flexible employment application channels


According to the research of UFPA Research Institute, it is found that collaborators mainly realize flexible employment through three major channels: acquaintances' introduction, recruitment websites, and circle of friends / WeChat groups. The part-time jobs engaged in by collaborators are generally divided into two types, one is long-term part-time jobs, such as the most common anchor, operation, etc.; the other is short-term part-time jobs, often project-based or short-term, such as choreographers and directors, actors, part of the vice-anchor and so on. The birth of the crowdsourcing model in the Internet era has opened up a new way of employment for many collaborators, and the platform + individual business model has created new job opportunities for many UGC entrepreneurs.

Comparison of the advantages and disadvantages of each channel

	dominance	inferior
friend	<ul style="list-style-type: none"> ✓ zero cost ✓ desk-to-desk ✓ The job information is real and reliable 	<ul style="list-style-type: none"> ☹️ Limited resources and contingency
job board	<ul style="list-style-type: none"> ✓ lighter weight ✓ More job information 	<ul style="list-style-type: none"> ☹️ Authenticity and validity of the post ☹️ Relatively high cost of communication interviews
circle of friends	<ul style="list-style-type: none"> ✓ lighter weight 	<ul style="list-style-type: none"> ☹️ Limited resources and contingency

volunteer search

✓ clear-cut



The channels for the practice of natural persons rely heavily on

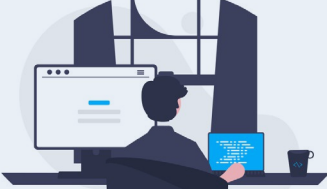
A Relationship Introductions - Circle of Friends Introductions

B Customer relationships accumulated in previous jobs

Advantages of practicing as a natural person

A Networking resources from work experience

B Technical background of own profession



3.3

Seven reasons why practitioners should work flexibly

According to the research of the UFPA Research Institute, the stories behind each of the collaborators are different. They either had a regular job, or experienced business failure after starting their own business, or wished to pursue their hobbies after working full-time. To sum up the reasons, the attraction of socialized labor to collaborators is mainly reflected in the following seven aspects:

Flexible hours



The hours are more flexible. Because I have a two year old to take care of, having a child feels I can't take care of my family with those shift work jobs.

A business channel

Increase in income



The most appealing thing to me at the time would have been the fact that I was

hobbies



It started purely as a hobby, having grown up reading novels and articles, and having always wanted to be a screenwriter myself, in college I also studied theater and literature at the time, so I've simply been working as a script writer.

Bullish on business development




Probably because I think the prospects for this online trend are particularly good, and I'm confident that I'll be able to eat this meal, take a look at the market for the first half of the

Anchor in Beijing / Micro-business


Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce", Time period: May 2022

inquisitive and adventurous

 The first reason is still curiosity, the second reason is to look at the Shake and those anchors are also quite popular, to emerging Something you should try, you didn't know about the channel before, but now that you know it's even more important to try it.


A game anchor in Chengdu

Empowerment

 You want to increase your expertise and develop irreplaceability, right? The current employment environment is not good, use this The more flexible employment model also gives me more exposure to different categories, which is all valuable when summarized Experience.

A live broadcast operation in Hangzhou

widen one's network

 It's the ability to help you broaden your network, you have some opportunities to meet people in your circle outside of work, more to the Save some channels for yourself, more friends, more ways.

A photographer in Beijing

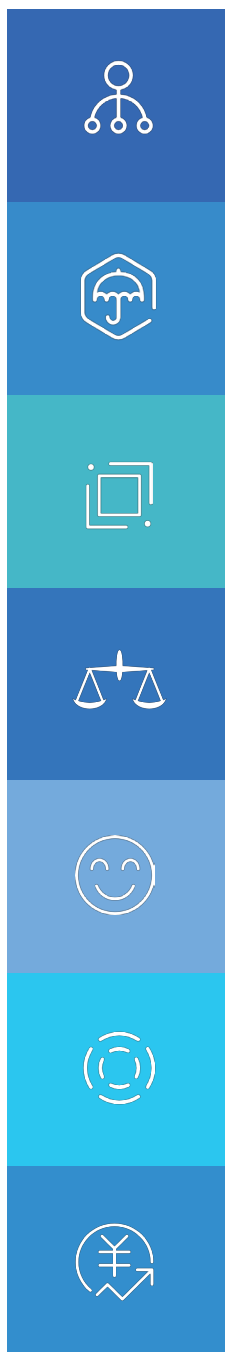
Data source: "UFIDA-2022 Research on Labor Employment in Short Video + Direct Broadcast E-commerce Sector", time period: May 2022

3.4

Practitioners' flexible employment needs and pain points

3.4.1 Demand for socialized labour practitioners

From the functional and emotional point of view, according to the UFPA Research Institute research found and sorted out the practitioner needs of the collaborators, mainly including the following seven major directions:



Development opportunities

The future prospects of the profession are gradually being focused on by the collaborators as one of the important needs.

safeguards

The differences between cooperators and permanent workers are mainly in terms of job security: self-payment of social security or no social security; permanent absence of work benefits and almost non-existence of any work benefits, such as annual festival fees/gifts, year-end bonuses, training opportunities, foreign trips, high-temperature allowances, overtime, transportation/heating allowances, and so on. However, most collaborators are less sensitive to this.

sense of freedom

Almost all of the practitioners who chose to be employed as social workers expressed a high opinion of the sense of freedom, with freer working hours giving practitioners ample opportunity to do what they wanted to do.

Sense of balance, efficiency

Overall, there is a high level of satisfaction among current collaborators in terms of a sense of balance and efficiency.

sense of satisfaction

Overall, there is a strong bifurcation of practitioners working in the form of socialized labour into passive and active types.

Excluding personal psychological factors, active satisfaction is generally higher; meanwhile, passive socialized labor practitioners tend to lack more means of revenue generation, and thus are generally less satisfied.

sense of security

Contrary to the imagined findings, full-time collaborators expressed relatively poor feelings of security, while part-time collaborators had relatively high feelings of security.

incomes

Increasing income is the core need of cooperators in their work. Practitioners working in the form of socialized labour are highly polarized.

There tend to be two types: passive and active: the active type earns more and the passive type earns less. At the same time, there are large differences in paychecks for different positions.

3.4.2 Socialized labor practitioner pain points

According to the research findings of UFPA Research Institute, as socialized workers, unstable income, insufficient protection, limited opportunities for career development, and disturbed sense of work-life balance are the common pain points at present.

unmet need	Independent natural persons in socialized employment
incomes	<ul style="list-style-type: none"> • Unstable and affected by many external factors, including industry environment, employment channels, bargaining level, etc. • Some delay in the settlement of some cooperation
safe guards	<ul style="list-style-type: none"> • Self-payment of social security • Lack of benefits and other entitlements <p>Insecurity of final access to income</p>
efficiency	<ul style="list-style-type: none"> • Settle more efficiently
Development opportunities	<ul style="list-style-type: none"> • Lack of skills upgrading • Lack of continuity of work and difficulties in promotion
sense of security	<ul style="list-style-type: none"> • Job, income instability • Lack of organizational care and sense of belonging, weak inner foundation of security • Settlement methods do not guarantee compliance
sense of balance	<ul style="list-style-type: none"> • Individuals are unable to distinguish between life time and work time and feel like they are working all the time

04

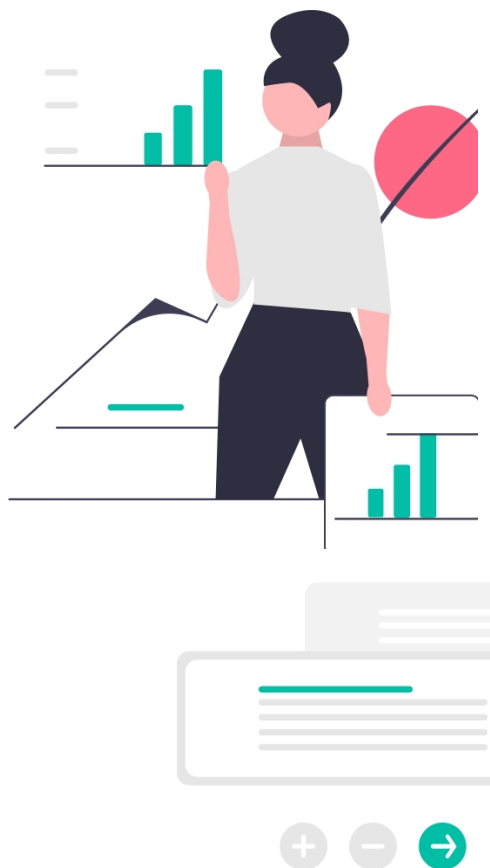
**Industry
development
promotes the healthy
development of
enterprises'
diversified labor use**

4.1

Short Video + Live Ecommerce Sector Job Status

According to the data of the "2020H1 China Live E-commerce Field Anchor Career Development Status and Trend Research Report", since 2016, live e-commerce has become an essential new marketing format and mode in the Internet field. According to incomplete statistics, the market scale of live e-commerce in 2019 reached 433.8 billion yuan, 11.85 times that of 2017, and in the first half of 2020, the country carried out live e-commerce marketing for more than 10 million games, with more than 400,000 active anchors and more than 50 billion viewers, and the scale of live e-commerce reached 1,050 billion yuan, and the proportion of live e-commerce sales in the e-commerce market reached 8.6%. In 2021, the scale of live broadcast e-commerce will still maintain high growth, with a scale close to 2 trillion yuan and a penetration rate of 14.3%. The booming industry has given rise to a strong demand for jobs.

policy-oriented



On November 25, 2021, the Ministry of Human Resources and Social Security, the Central Internet Information Office, the State Administration of Radio and Television released the Internet marketer to become a national certification of the official types of work, the Internet marketer occupation under the addition of the "live salesman" and so on, people are familiar with e-commerce anchors, with the goods of the netroots have a formal professional title. Live salesman as China since the "People's Republic of China Occupational Classification Dictionary (2015 edition)" since the promulgation of the third batch of new occupations released in the most attention of the job types, in the industry, the demand for enterprises has also attracted much attention.

According to a Q3 2019 data provided by a recruitment website, the number of job openings in the nation's live-streaming industry increased by 127.50% year-on-year, with the fast-growing industry attracting an influx of more talent. The number of resumes submitted to the live-streaming industry in Q3 2019 increased by 242.12%

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year-on-year. While both talent demands and supply are growing at a high rate, the live streaming industry receives an average of 9.82 resumes per position.

industry standard

In order to standardize the industry's practitioner standards and improve the quality and competency requirements of industry practitioners, Mega Engine released the Digital Marketing Occupational Competency Certification System in 2019, which contains occupational standards for 21 positions in 10 major categories:

Jumbo Engine's Digital Marketing Professional Competency Certification System

	E-commerce direction	Operations Direction	advertising direction	Creative Direction
at first as sif ie r:	Store Operation (Junior) marketers	Live Operations (Junior) Marketer Short Video Operations (Junior) Marketer Class Selection Operations (Junior) Marketer Web Host (Junior) Marketer	Infomercial (Junior) Marketer Class I Infomercials (Junior) Marketer II Search Advertising (Junior) Marketer Marketing Science (Junior) Marketer Jumbo Chikawa (Junior) Marketer	Content Creation (Junior) marketers
ce nter as sif ie r:	Store Operations (Intermediate) marketers	Live Operations (Intermediate) Marketer Short Video Operations (Intermediate) Marketer Selection Operations (Intermediate) Marketer Web Host (Intermediate) Marketer	Infomercial (Intermediate) Marketer Search Advertising (Intermediate) Marketer Marketing Science (Intermediate) Marketer Jumbo Chikawa (Intermediate) Marketer	Content Creation (Intermediate) marketers
yo ur (h) as sif	Senior Digital Marketer			

To date, more than 45,000 employees from nearly 2,000 companies have participated in the certification program. According to research statistics, 68% of the agencies/service providers and advertisers/businesses cooperating with Jumbo Engine and Jitterbit E-commerce have adopted OMC as their evaluation standard for "selection, training, employment and retention". According to the "2020 China Mobile Ad Optimizer Development Report", 34 out of 100 marketers on average have obtained OMC certification, and 60% of marketers consider OMC certification to be more valuable.

Job Requirements

With the booming development of the field of live broadcasting e-commerce, the enterprise's requirements for the employment of talents in various positions, the level of competence is also higher and higher, and the average competence of the practitioners has also increased. From the barbaric growth period of pure anchor, operation development for today's short video, live broadcast, cast, creative planning, product selection, marketing and other diversified development. For enterprises, their employment costs, the burden of personnel has also increased. How to effectively realize the

enterprise live e-commerce "cost reduction and efficiency" has become a topic of growing concern to enterprises. Thanks to the online attributes of live e-commerce, the relevant mode of socialized labor can be efficient and orderly development. A new type of employment relationship in the form of "partnership": various Internet live broadcasting platforms and short video platforms have given rise to the vertical partnership of socialized natural persons and platforms; at the same time, a new business industry chain has been created, including platforms, labor unions, brokers, live broadcasting/netizens, etc. The stability of this type of cooperation relationship has become increasingly important to enterprises. The stability and management of revenue distribution under this type of cooperative relationship deserve in-depth consideration.

growing trend

In the future, diversified employment in the field of live e-commerce will gradually become a generalized trend. Many practitioners will consider part-time work in the field of live e-commerce after work, and the mode of socialized labor is more adaptable to the fast-developing field of live e-commerce. Socialized employment of super-individual characteristics of strong and significant, de-collectivization trend appeared.

4.2

Diversified Employment Solutions

According to the research findings of the Research Institute of UFPA, enterprises in the field of live e-commerce generally have five major flexibilities, such as [cycle labor flexibility](#), [functional task flexibility](#), [time and location flexibility](#), [relationship and risk flexibility](#), and [incentive flexibility](#), which makes the development of diversified employment by enterprises an important trend of industrial employment in the future.

4.2.1 Main Functional Modules of Diversified Employment Management

According to the research findings of UFIDA Research Institute, in practice, diversified labor enterprises usually adopt the mode of HR SaaS + labor platform + freelance management + supplier project management for enterprise management. HR SaaS, which evolved from human resource management theory, usually contains six modules, including Core HR, Recruitment Management, Workforce Management, Talent Development, Compensation Management, and Performance Management, covering all stages of selection, employment, training, and retention of permanent employees in enterprises. On top of the above HR SaaS functions, Diversified Employment Management is provided for non-standard and non-traditional labor relationship models.

No.1

Employment platforms that match companies with workers usually include both freelancers and third-party HRO service providers;

No.2

HRO Vendor Program Management, which includes managing an organization's Recruitment Process Outsourcing Program, Business Outsourcing Program, and Staffing Agency Program;

No.3

Freelance management, including a range of tasks from task posting to task acceptance, as well as invoicing, billing, paying commissions, and paying taxes after the task is completed.

Diversified Employment Management Platform helps enterprises prevent legal and regulatory risks that may arise in the process of compound employment through standardized system processes, while efficiently screening workers who meet the needs, reasonably setting the salary system, and fully stimulating the personal value of freelancers.

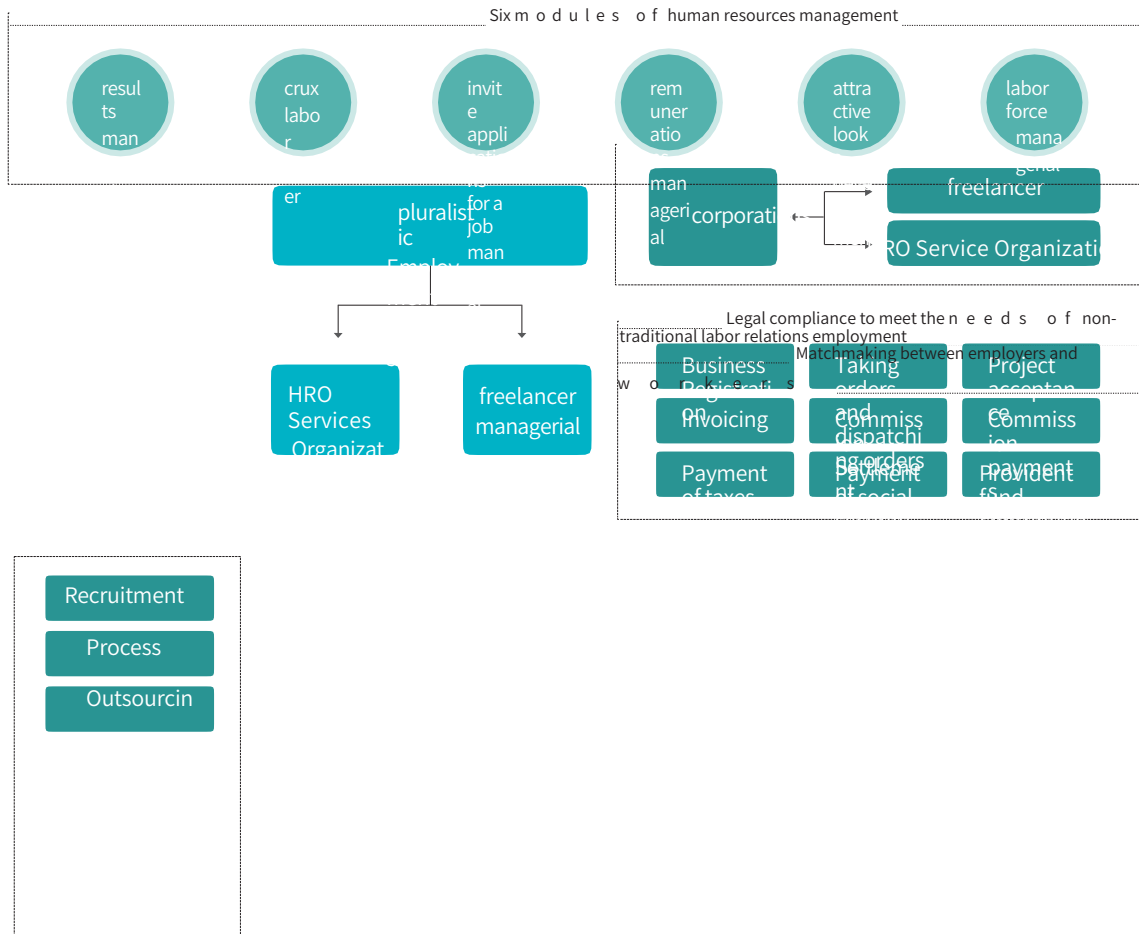


Figure 4-1 Diversified Labor Management Module

4.2.2 Core Values of Diversity Employment Management

According to the analysis of UFIDA Research Institute, Diversified Employment Management provides services to enterprises with diversified employment needs and helps them solve many pain points under the diversified employment management mode. It mainly connects the whole ecosystem from finance and tax management, talents and transactions, including laborers, enterprises in need and third-party organizations.



Financial and tax management

Solve the invoicing challenges of enterprises, including but not limited to temporary tax registration, registration of self-employment, outsourcing payroll compliance, etc. and also



talent link

The platform has a mature multi-type skills assessment model to help companies form more professional freelance teams and improve their compliance, quality and sustainability. At the same time, it combines



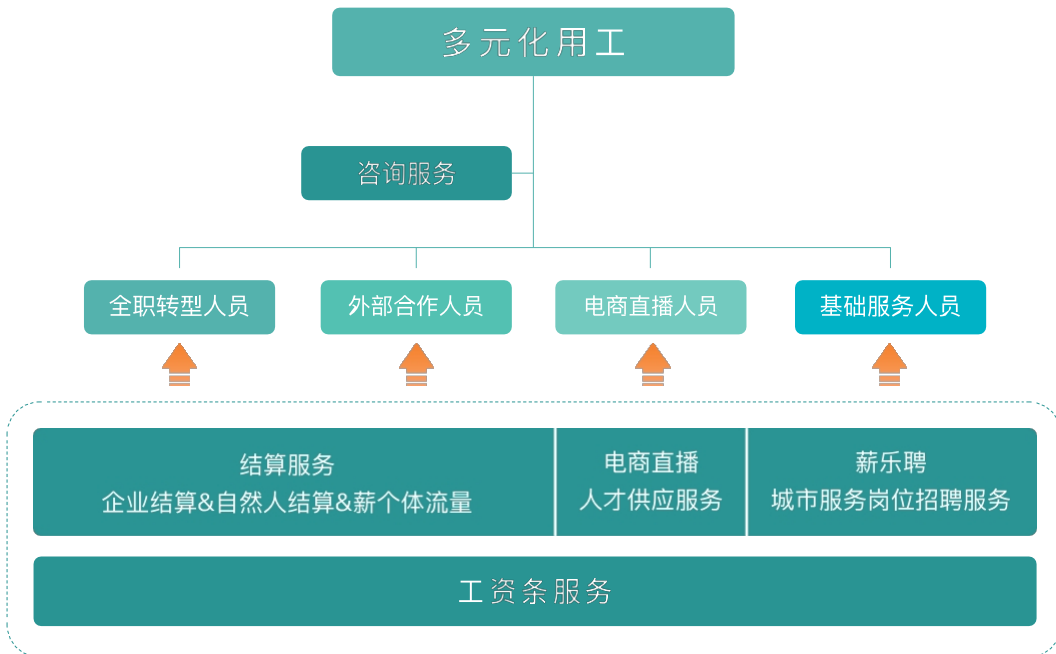
trading session

Help companies build personal account systems and funding systems to realize full-time employee + Real-time payment of freelance commissions, allowing freelancers to deliver from flexible geographic locations, and

4.2.3 Map of Diversity Employment Programs



4.2.4 Diversity Employment Program Implementation Logic



4.3

Certification and training system for diversified labor talents

4.3.1 The direction of competence that core talents need to improve

According to the research findings of the Research Institute of UFPA, one of the great factors that make the diversified employment of enterprises challenged is the uneven competence quality of talents in the industry. A sound and complete talent competency training and certification system is one of the necessary prerequisites for the good and fast development of diversified labor in the field of live e-commerce:



Traffic Taking Capacity for Anchor / Darling Positions

According to the assessment of job competence and the expectations of the enterprise side of the anchor / daren position, the quality of the anchor and the current industry. Looking at the competency mapping of anchors and daters, the current and Darren's ability to take on traffic are in a two-position ability to shortboard state, catch the traffic into the live room to become an anchor and key metrics for the ability of a Darling to go from average to excellent. The short video social platform is the largest user traffic platform for the main For podcasters and celebrities, it is important to understand the logic of the platform's algorithms and know the basics of ad placement in order to efficiently gain traffic, and smoothly "catch" the traffic, to achieve the simultaneous improvement of the communication effect and commercial value.



Creative skills for content operations positions

and live broadcast operation positions of short video account of self-operation of this Primary stage. From the existing ability map of short video account operation and live broadcast operation, the creative ability of content creation and planning are the ability weaknesses of practitioners in these positions, but the creative ability is a key factor in whether short videos can stand out and seize users' attention. Short video and live content is the carrier of goods information, the quality of the content directly determines the data of the short video and the user's perception of the goods. And creativity is the source of content for short videos and live broadcasts, which is directly related to the quality of content, content exposure, and user feedback. On the one hand, users expect more high-quality content, requiring practitioners to be more mature creative ability; on the other hand, creativity is also the key to differentiated content marketing for industry practitioners.

In. Creative ability enhancement is a big part of building content operations talent in the future.



Data analysis skills for placement and operations positions

professionally demanding positions. The placement positioning shows that placement The data analysis ability of the placement position is still a short board, and it has become the focus of talent ability construction for the future placement position, and the data analysis ability is likewise the weak point of the ability of the short video account operation position and the live broadcast operation position. In the short video social platform, the data analysis ability affects the operation strategy and operation effect of the account as well as the live broadcasting room, and it is also related to the efficiency of the accurate docking users and the conversion rate of the short video and live broadcasting. It can be said that the ability to analyze data is the core ability that needs to be urgently improved in the placement and operation positions.



Professionalism for positions such as Anchor / Darling, Selection Positions, etc.

With the rapid development of the short video and live broadcast industry, users are gradually increasing the content and creative requirements for short videos and live broadcasts, corresponding to the quality requirements of anchors and personalities also need to be improved. Users want anchors and personalities to have good professional ethics and to ensure that the goods they bring are of good quality and low price. The product selection position is the direct contact with the goods, and is directly responsible for the quality of the goods shown in the short video social platform. In order to meet the users' expectations of authenticity, the selection post must improve the gatekeeping ability, strengthen the education of professional ethics and quality, and ensure the ecology of high-quality goods. In addition, professional quality is also the basic quality of other positions, such as content operation positions to strengthen the content broadcasting laws and regulations education, strict content control, placement positions to improve the wind control audit and other aspects of professional quality education.

4.3.2 Short video social platform talent competence certification system

On the basis of the four major directions of short video social platform practitioners' ability enhancement, it is still necessary to establish a complete talent ability training and certification evaluation system to strengthen the industry's shortcomings in talent ability in a targeted manner, so as to realize a significant overall enhancement of talent ability. At present, the more mature industry is the "digital marketing professional competence certification system" launched by Jumbo Engine. Jumbo Certification (OMC) takes "talent assessment - skills training - simulated practice - competence appraisal - employment double-selection" as an effective talent cultivation solution, and has accumulated a total of 1,000 employees since its launch in the industry at the beginning of 2019. Since its launch in the industry in early 2019, a total of nearly 45,000 students have participated in the qualification, and it has become an important evaluation standard for the business management of employees and the teaching management of institutions of higher education by nearly a hundred agents/service providers, customers and merchants cooperated by Jumbo Engine and Jitterbug E-commerce.

Occupational Competency Certification (OMC) in Digital Marketing



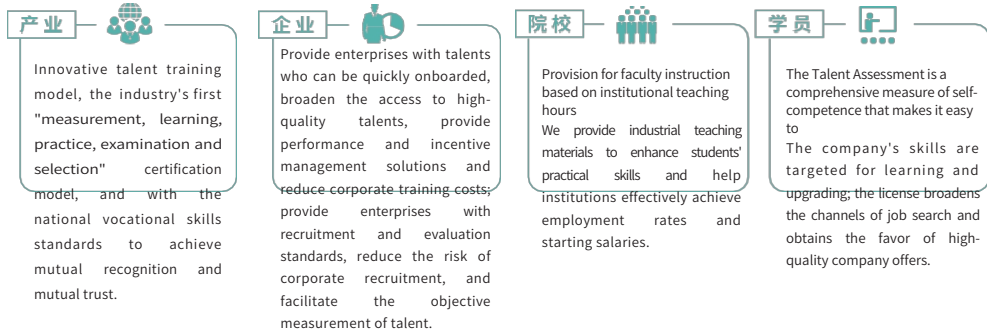
Based on the digital marketing ecosystem, we provide professional standard talent cultivation solutions and specialize in digital marketing talent services centered on talent assessment, vocational skills training and employment dual-selection.



To become a professional and valuable talent service platform in the field of global digital marketing.



Enhance the professional skills and employability of talents, promote the standardized construction of digital marketing ecological talent cultivation, and provide talent kinetic energy for the long-term operation of enterprises.



- 

China Employment Training Technical Guidance Center Quality Online Vocational Skills Platform
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Digital Skills Training Demonstration Enterprises of the Department of Human Resources and Social Affairs Social Training Evaluation Organization of the Department of Human Resources and Social Affairs
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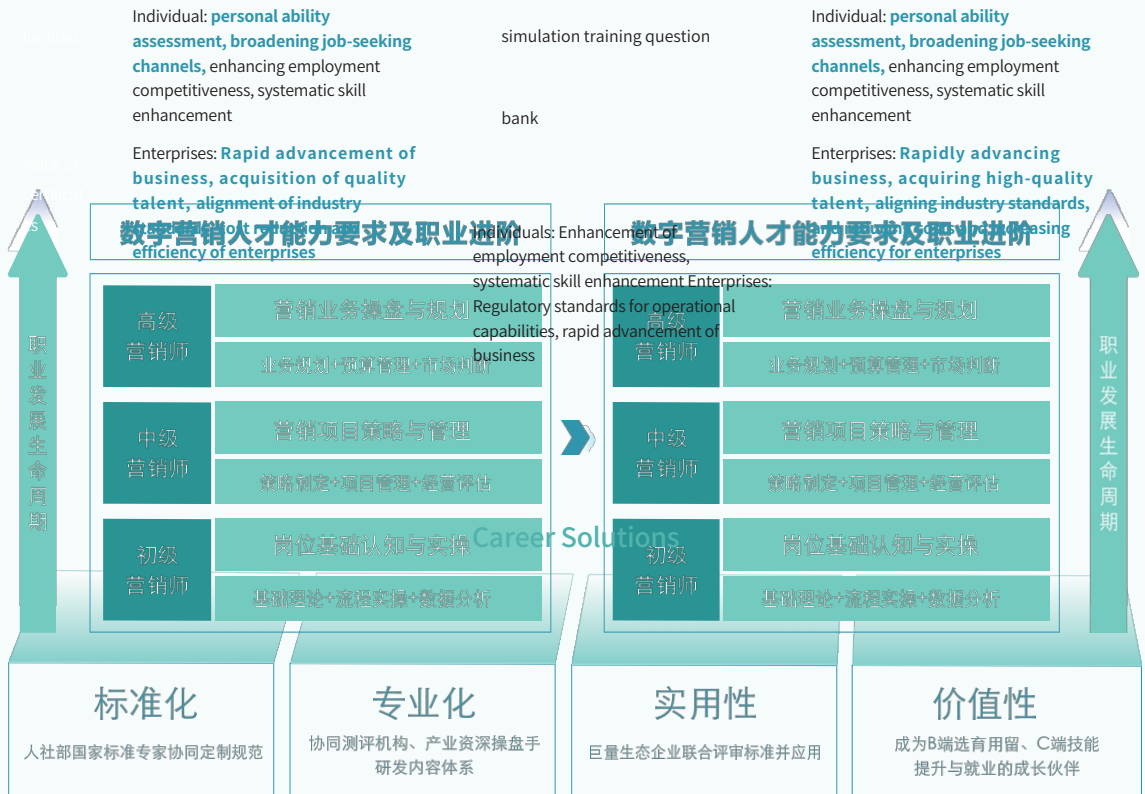
department of human resources Social Training Evaluation Organization
- 

Digital Advertising Expert Consultant of Shanghai International Student Advertising Festival (ISAF)
- 

(abbr.) Human Resources Department Social Training Evaluation Organization

Certified Products Comparison

	Overmass Certification (OMC)	Industry Similar Certifications	National Occupational Skills Standards (Dual Certification)
Product		Marketing	Internet Marketer
Examples		Certification	
Participation	Test + Learning + Practice + Exam + Selection	Study + Exam	Study + Exam / Exam
Process			Theory + Practice
Standard	Professional standards experts, industry experts, talent development experts, senior business operators	Self-study course system for	Professional standards experts, industry experts, talent development experts, senior business operators
Setting	Talent Assessment System + Teaching Material System + Career Standard Solutions + Massive Dual-Selection Jobs + Simulation Training Databases	industry marketing experts and	Talent Assessment System + Teaching Material System + Career Standard Solutions + Massive Dual-Selection Jobs + Simulation Training Databases
Support		senior business operators +	



Whole-link cultivation path



Full-scene job coverage



Full official recognition

人社部《十四五职业技能培训规划》：

With leading enterprises driving upstream and downstream small and micro-enterprises to take independent training and market-based training as the main measures, and government-subsidized training as a useful supplement, we will carry out the work of identifying new occupations and implement

the principle of **who employs, who trains, who evaluates and who is responsible**,

encouraging leading enterprises to actively apply for third-party training and evaluation

organizations in the social system to carry out the work of identifying national

vocational skill level certificates. Recognition of vocational skills level certificates.

参与模式 职业技能一证双证：理论考试+实操考核

国家开发职业-职业技能等级认定		国家开放大学-职业技能等级证书	
互联网营销师-直播运营员	4级	直播运营证书	初级
	3级		中级
	2级		高级
互联网营销师-短视频运营员	4级	短视频运营证书	初级
	3级		中级
	2级		高级
互联网营销师-商品运营员	4级	商品运营证书	初级
	3级		中级
	2级		高级
互联网营销师-客户服务员	4级	客户服务证书	初级
	3级		中级
	2级		高级

开放报名

首批落地区域：北京市、广东省、福建省。其他省份敬请期待。



Full Process Support

TO 大型企业	TO 中小型企业	TO 高等院校	TO 公司负责人	TO 业务负责人	TO HR负责人	TO 培训负责人
可参考解决方案并 结合企业自有人才 发展成长体系，优 化人才培养路径并 验证效果	帮助业务团队快速 搭建培育考核体系，快速形成体系 化人才培养路径并 验证效果	可参考解决方案并 结合学校自身教学 计划实施，提升 学生与产业接轨 能力的培养和学习	参考本方案对员工 选拔、培养和绩效 奖励等全面量化 赋能	可参考岗位胜任力 模型，制定绩效考 核员工成长	辅助招聘工作，提 升员工质量，降低 招聘、培育成本过 高等	辅助培训管理 认证课程纳入员工 入职培训并作为考 核标准



4.3.3 Five popular job certification competency model

Web anchor job competency model

Network anchor refers to the Internet platform, through the industry / self situation analysis, with the help of enterprise or personal new media account appear live in the form of content creation, traffic conversion, marketing commodities, etc., for the industry, enterprise or personal empowerment, to achieve the goal of global marketing, increase the influence of the industry.

Applicable objects:

- 01** Agents who provide services related to live broadcasting operations in live broadcasting platforms such as Jitterbug.
- 02** Brand client-side marketers who achieve brand marketing, product sales and other goals through live streaming.
- 03** Teachers and students majoring in marketing, new media related such as marketing, new media operations, acting and other institutions.
- 04** Socializers who want to work in a live-streaming related industry and are especially interested in anchor jobs / live-streaming e-commerce.



Competency model for live streaming operation positions

Live operation is in the Internet e-commerce platform, through the setup, application and operation of the e-commerce background, combined with the goods to create high-quality content, so as to use the content to stimulate the user's consumption needs, to promote the user to carry out transactions of the post.

Applicable objects:

01 Live streaming platform practitioners, individuals looking to get into the live streaming space, and businesses that are leveraging the live streaming platform to achieve their brand marketing goals.

02 Teachers and students of live broadcasting related such as broadcasting, marketing and advertising colleges and universities majors.



Short Video Operation Job Competency Model

Short video operation is a position in the Internet platform engaged in short video content creation and promotion related work, including but not limited to account operation, creative production, activity operation, user operation, data analysis and commercial realization. Through the planning of high-quality and high-communication video content based on marketing objectives, we can realize the key goals of daily operation, fan growth and marketing conversion of short video accounts.

Applicable objects:

01 Short video platform practitioners, individuals looking to get into short video platforms, and businesses that are using short video platforms to achieve their brand marketing goals.

02 Teachers and students of short video related such as marketing, videography and advertising institutions majors.



Store Operation Job Competency Model

In the Internet e-commerce platform, through the setup, application and operation of the e-commerce background, combined with the goods to create high-quality content, so as to use the content to stimulate the user's consumption demand, and promote the user to carry out the transaction of the post.

Applicable objects:

01 Relevant practitioners in the e-commerce industry, individuals wishing to enter the e-commerce field, and companies that are utilizing the new e-commerce to achieve their brand marketing goals.

02 Teachers and students majoring in e-commerce related such as e-commerce, marketing and advertising colleges and universities.



Jumbo Chikawa Job Competency Model

In the Internet e-commerce platform, in order to enhance the sales of the products sold, merchant customers can pay for the promotion of the goods sold with the help of advertising and marketing, content marketing and so on, to attract more users to pay attention to the short videos, accounts and live broadcasting rooms, which will further bring about the conversion of sales and enhance the scale of revenue.

Applicable objects:

01 Relevant practitioners in the e-commerce industry, individuals wishing to enter the e-commerce field, and companies that are leveraging the new e-commerce to achieve incremental brand marketing goals.

02 Teachers and students majoring in e-commerce related such as e-commerce, marketing and advertising colleges and universities.



4.4

Short video + live broadcast e-commerce field talent supply

4.4.1 Short video + live broadcast e-commerce enterprise employment demand scenarios

According to the research findings of UFPA Research Institute, with the development of live e-commerce field, the original, traditional talent supply model fails to adapt well to the needs of enterprises. And for the field of live e-commerce, the employment relationship between enterprises and natural persons has developed from the original fixed, single, traditional labor agreement model into an increasingly diversified employment relationship. And as more and more enterprises enter the track of live e-commerce, after entering the field of live e-commerce, the main demand scenarios of the new enterprises generally have the following 3 main types, respectively, the transformation of the enterprise self-broadcasting, live e-commerce enterprises, and live on behalf of the operation.

Client Type	Requirement Scenarios
Enterprise Self-Play Transformation	Enterprises from the traditional marketing or e-commerce marketing model to the rapid transformation of live / short video new marketing, the need for a large number of professional live / short video marketing. Short video and operations talent.
Live streaming e-commerce businesses	Live streaming e-commerce companies have long-term talent recruitment needs for core business positions (live streaming / short video and operations).
Live Streaming	Live broadcasting agency operating companies that have emerged due to live broadcasting e-commerce. Live broadcasting industry base and so on, need to carry out a large number of talent reserves to meet the Enough to meet the live e-commerce needs of different customers.

4.4.2 New employment model optimizes hiring and recruitment costs

Explanation of corporate recruitment costs

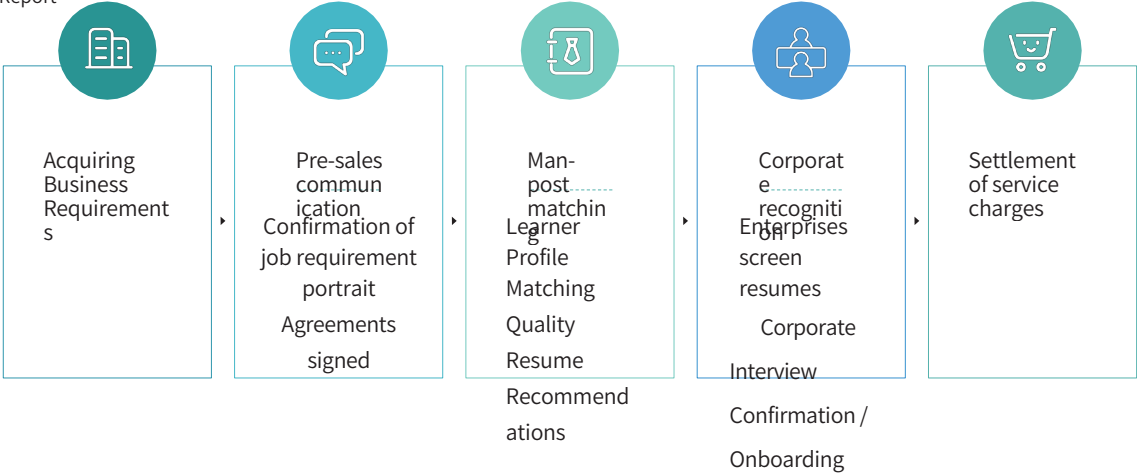
Recruitment cost is a variety of costs and expenses incurred along with the enterprise's recruitment and selection activities, including both the recruitment, selection, hiring and placement costs in the process, as well as employee departures due to a variety of reasons, the losses brought to the enterprise and the costs spent on re-organizing recruitment. According to the research findings of the UFPA Research Institute, in the field of live e-commerce, the new employment model introduced in this report can solve the recruitment costs and personnel selection costs incurred in the recruitment process.

Among them, recruitment cost refers to the costs incurred to attract and determine the internal and external human resources needed by the enterprise, mainly including the direct labor costs of recruiting personnel, direct operational costs (recruitment negotiation meeting fees, travel costs, agency fees, advertising costs, promotional materials, office expenses, utilities, etc.), indirect costs (administrative costs, temporary venues and equipment use fees, etc.). The formula is: recruitment costs = direct labor costs + direct operating costs + indirect management costs + prepaid expenses.

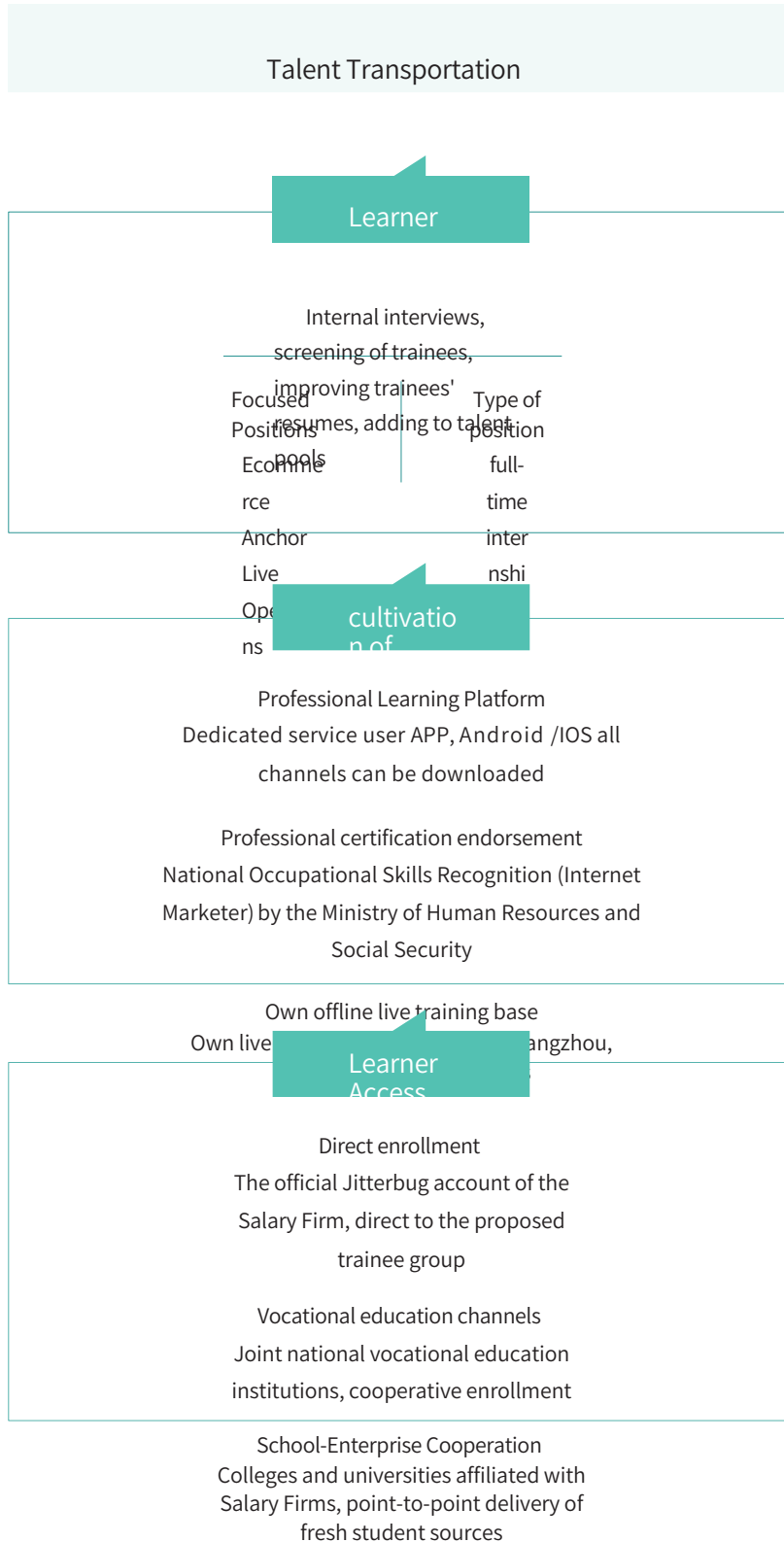
The cost of selection is the cost of identifying and selecting candidates in order to make a decision to hire or not hire them. The formula is: selection cost = cost of summary review of application materials + cost of selection interview + cost of examination + cost of assessment + cost of medical examination.

Cited from: Population and Economy 2009 S1, "Analysis of Recruitment Costs in Enterprises", by Jane Li.

The UFPA talent supply service provides enterprises with a complete live broadcasting e-commerce employer solution. One end of the talent management system, anchor ability assessment system, talent matching algorithms to match the enterprise employment demand portrait; the other end of the live recruitment, direct enrollment, vocational education channel cooperation, school-enterprise cooperation and other ways to enrollment, offline live e-commerce practical training for students, with professional talent training learning platform, perfect talent assessment model, talent screening, and two-way fit with the enterprise, optimize the The enterprise employment model, saving labor costs.



Self-enrollment, vocational education channels, school-enterprise cooperation, three types of talent sources



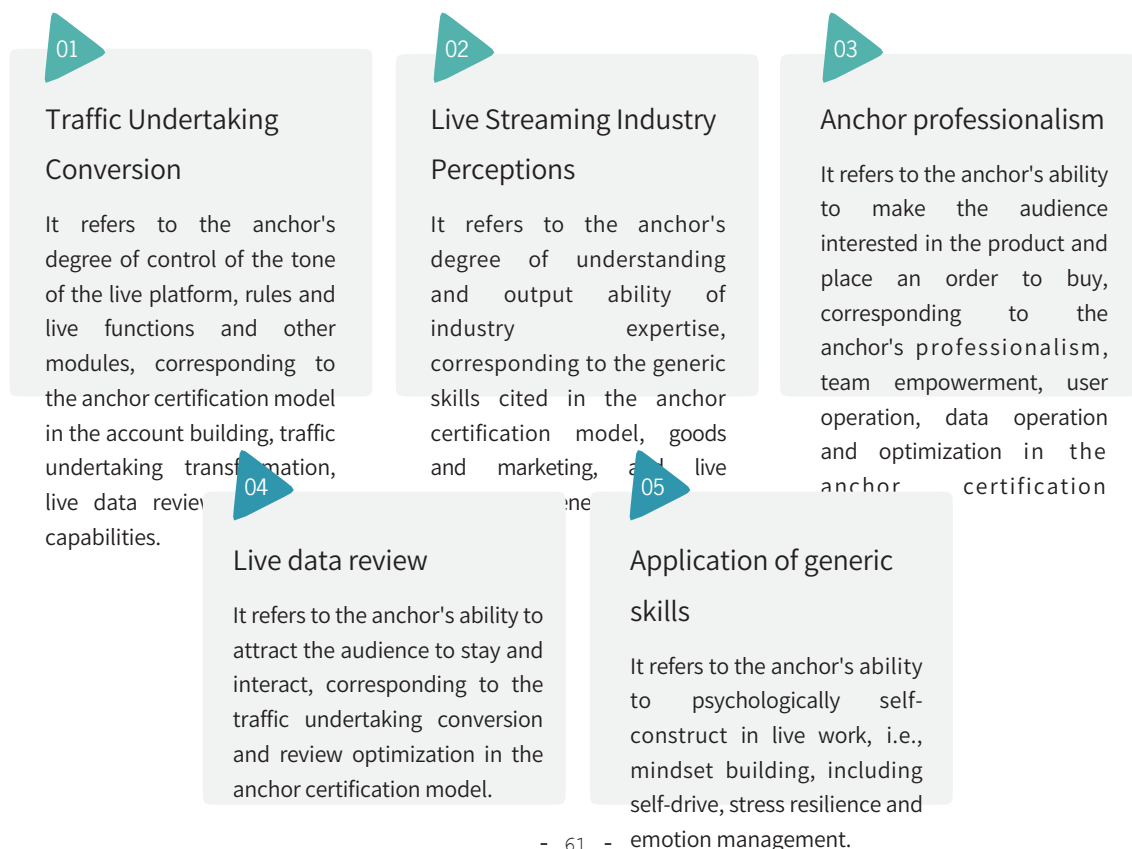
4.4.3 Short video + live broadcast e-commerce field talent screening logic

Learner Acquisition - Talent Cultivation - Talent Assessment - Screening Model, completing the closed loop from talent cultivation to delivery to enterprises.





The above is the anchor job competency model, combined with this model, we provide the anchor talent assessment quality model for enterprises when conducting talent screening, dividing the judging dimensions into:



The use of the model, can help companies quickly screen out jobs that meet their

own needs, the following specific case introduction: judgment case: a car company

industry self-seeding talent screening case

	strength of trade	sex appeal	psychological strength	platform strength	industry force
junior ranking anchor	Have a certain degree of control over the pace of the live broadcasting Ability to use basic marketing thinking and grasp of consumer psychology Ability to help in placing orders;	There is no unique individual IP feature; Verbal expression, on-camera performance and interaction Average ability, but can complete the promotional process of selling the product is weak;	Have some self-driven, stress-resistant skills and emotional management Being able to effectively engage in psychological promotion are still needed to help with counseling;	To the platform rules, platform tools and platform Taboos are somewhat understood Ability to do live streams without being blocked by the platform Goods brand fit can be average; The usual will suffice;	Knowledge of the industry of the car being sold A certain understanding allows for a more anchored presence with the automotive industry and the brought in
silver medal anchor (TV)	Able to skillfully grasp the rhythm of the live broadcasting room Ability to create content; marketing thinking and grasp of consumer psychology, skilled use of hold orders, forced orders and other live sales techniques to help consumers to spend;	Have a certain personal IP character; Verbal, on-camera and interactive skills The power is excellent and allows one to have the confidence and fans are converting;	Strong self-motivation and stress tolerance Power and emotional management skills Being able to have a good psychological self Counseling by others is not required;	The importance of platform rules, platform tools and peace of mind Ability to utilize platform tools and platform characteristics have some The fit;	Knowledge of the industry of the car being sold A richer knowledge base for more visual and targeted expertise; Anchor qualities with the automotive industry and the brought in Goods brand fit is average;
person who takes things seriously	Pace-setting and atmosphere in the live room Create has its own tips Ability to catch the attention of its viewers Reason, not moving to use a variety of live sales techniques, so that consumers have different feelings, quickly discover differences, settling points to its completion of the transaction;	Having a very distinctive personal IP image. Verbal skills, on-camera presence and interaction are notably distinctive or pleasant to the eye and interactive skills The power is excellent and allows one to have the confidence and fans are converting;	Very strong self-drive, stress tolerance power and emotional management skills; Ability to counsel others; Being able to have good for mental self-construction;	The importance of platform rules, platform tools and peace of mind The table taboo is skillfully mastered, while possessing its own unique insights; Live streaming for heavy traffic, traits and platform characteristics fit Very high;	Knowledge of the industry of the car being sold Comparatively rich knowledge base and self-insight for very visual and targeted expertise Anchor qualities are in line with the automotive industry and the brought in Goods brand fit is great;

Talent screening through the labeling of the portrait, talent circle division, talent information authenticity verification, optimization of the algorithm to match the four dimensions of action, the ultimate goal is to be able to provide enterprises with efficient, accurate, intelligent talent push, and avoid the risk of hiring.



Circle Segmentation Algorithm Matching

After labeling the talent, the talent circle is divided, and each circle adopts different operation methods.



Optimization

Intelligent talent matching at maturity through human involvement in label definition in the short to medium term and learning

from company

requirements

Portrait Labeling

Labeling of company needs and own talent



Talent Information Authenticity

Before pushing talents for enterprises, the system will verify the basic information of talents to avoid hiring risks.



4.4.4 Description of Corporate Talent Supply Services

Enterprises can screen trainees in the talent supply service platform provided by UFPA, which will label the trainees' portraits, fully display the talent portraits in terms of industry, job competence, personal competence, personal advantages, etc., and generate a complete trainees' employment recommendation report for the enterprises, covering all the above information, which is convenient for enterprises to screen the trainees.



Perfect source channels to ensure the sustainability of talent delivery; four-dimensional talent screening model, with job competency model, to ensure that the talent has complete job competency; integrated recruitment service process equipped with the enterprise side of the talent recruitment platform to save the cost of employment and optimize the employment process.

This report was produced in conjunction with Ufo Salary Firm, Jumoology, and Jumo Calculus.

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UFIDA Payroll: UFIDA Payroll is a member company of UFIDA Group, founded in January 2016, headquartered in Beijing, with branches and offices in Shanghai, Guangzhou, Nanchang and Shanxi. Focusing on the field of social labor, UFIDA is dedicated to promoting the development of social labor in China with creativity and technology. Through the overall solution of social employment and talent supply service products, UFIDA helps enterprises establish innovative employment models, solves recruitment problems and delivers professional talents to enterprises, improves the human efficiency of enterprises, realizes multi-dimensional marketing leadership, and contributes to the rapid growth of enterprise performance.

Jumbo Learning: Jumbo Engine's digital marketing knowledge service platform provides eco-enterprise customers and practitioners with diversified knowledge and talent services based on online education, offline training, digital marketing job certification and other services within the business scenario of Jumbo Engine, to help

customers continue to improve their operational capabilities and realize the sustained professional growth of eco-practitioners.

Jumbo Counts: is a content consumption trend insight brand under Jumbo Engine. Relying on today's headlines, jittery voice, watermelon video and other content consumption scenarios and undertaking the advanced data and technology advantages of Julumex Engine, it adheres to the concept of objectivity and rigor and outputs cutting-edge insights and perspectives on content trends, industry research, advertising strategies, etc. At the same time, it opens up the Arithmetic Index and Arithmetic List data analysis tools to satisfy the data insight needs of enterprises, marketing practitioners, creators, and so on.

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