



# A Study on Innovative New Media Communication Strategies of ByteDance Employer Brand for Fresh Graduates

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**Abstract.** With the post-90s and post-00s into China's talent pool, their requirements for companies no longer stop at salary and benefits but start to pay more attention to corporate culture, work atmosphere, and personal value realization. Most scholars mainly study the application of corporate communication in mass communication. Still, there is a lack of research on communication strategies based on the analysis of employer branding concepts in the fresher group. There is a lack of research on the strategy. In this paper, we will use the literature research method, survey method, and comparative analysis method to find out the innovative points in the communication strategy of employer brand in new media channels of ByteDance. In this paper, we will analyze and summarize the strategies of ByteDance's external communication on employer brand, sort out some of the most popular and imperfect merit construction solutions that fresh graduates use, and contribute to the existing research.

**Keywords:** ByteDance · Innovative New Media · Communication Strategies · Employer Brand

## 1 Introduction

### 1.1 Research Background

There are three broad views on employer branding in the Chinese academic community. The first view is that employer branding is an external brand targeting potential job seekers in the external HR market. The second view is that employer branding should combine internal and external branding, targeting both internal employees and external potential job seekers. The third view is that employer branding should combine internal and external branding, targeting internal employees and potential external job applicants [1].

With the significant spread of the epidemic worldwide, China has activated emergency measures for major public health emergencies. While China was thus able to mitigate even many of the adverse effects, in the long run, these measures will severely

damage China's real economy. In today's downward economic spiral, most companies without sufficient financial backing will face a loss of labor.

Therefore, this paper argues that in the current economic situation in China, labor force competition is one of the cores of corporate competition, and how to efficiently utilize the workforce within limited resources is the key to employer branding.

Byte Jump was the first to recognize this and has quickly used its new media platform to build a clear employer brand. Since its founding in 2012, Byte Jump has made good achievements in many fields under its unique representative corporate culture system and has successfully attracted a large number of new talents. In the initial stage of the company, ByteDance was very concerned about the ways and means to promote its culture. It is an important part of the corporate culture of "Byte Fan" and presenting the publicity of "Byte Fan" in the work and leisure areas so that employees can deeply feel the rendering. In the continuous development and growth stage of ByteDance, its good development trend is inseparable from the positive effect of its corporate culture. On the eighth anniversary of ByteDance, its CEO proposed incorporating "diversity and compatibility" into the corporate culture. Through understanding differences and respecting differentiation, he hopes to recruit diverse talents and form a diverse team and a compatible and friendly working environment.

This paper aims to analyze ByteDance's employer brand communication strategy in new media based on the new and fast-growing segment of China's talent pool, fresh graduates, and to contribute to the existing research.

## 1.2 Literature Review

What cannot be done with traditional media in corporate branding can be easily done with new media technology. Shi Lu points out that the brand effect is beginning to take shape in contemporary people's perceptions, the birth of digital media has greatly increased the channels for brand promotion, and most of the current mainstream promotion models are based on digital media [2]. With the post-90s and post-00s into China's talent pool, their requirements for companies no longer stop at salaries and wages but begin to pay more attention to corporate culture, work atmosphere, and the realization of personal values. Qin mentions that for the new generation of workers pursuing individuality and freedom. And enterprises have an excellent employer brand that will help the enterprise's human resource management work [3]. The companies that rely on digital media for employer brand communication have realized this. They have started to consciously use the diversified perspectives presented to users by new media, which can allow them to build their image and even create their IP in a more targeted way.

## 1.3 Research Framework

Most scholars mainly study the application of corporate communication in mass communication. Still, there is a lack of research on communication strategies based on employer branding concept analysis among fresher groups. In this paper, we will use the literature research method, survey method, and comparative analysis method to find out the innovative points in the communication strategy of employer brand in new media channels of Byte Jump. Through the feedback analysis of fresh graduates' recruitment

behavior and corporate culture on the Internet and the objective understanding of the employer brand-building strategy implemented by ByteDance. We find that ByteDance puts the center of employer brand building on external contact and internal reinforcement. External contact is the market image established by the company, including official publicity, marketing activities, word of mouth on social media platforms, etc. External contact is the market image that the company builds externally, including the company's official publicity, marketing activities, and word of mouth on social media platforms. Internal reinforcement is the reinforcement of employees' work experience, including team atmosphere, corporate culture, management system, administrative services, internal training, etc. Employees perceive the company's state through their work process and experience and verify whether there is any deviation in their impression of the company. With the change in environment and role, the cognitive process of employees and job seekers is constantly changing, so the establishment of the employer brand is dynamic and continuous.

The state of the company as perceived internally by employees and the solidified impressions will influence external corporate publicity and word of mouth on social media platforms, thus forming a closed loop of employer brand image. In the past year, Byte has especially focused on the newly added "Diversity and Compatibility" in the corporate culture, which also shows the strong demand for a continuous supply of innovative and multicultural young workforce. We will analyze and summarize the specific strategies of ByteDance's external promotion on employer branding and sort out some of the most popular and imperfect merit-building programs.

## 2 Method

The brand effect comes from people's perceptions, and understanding people's perceptions of a brand is the key to brand marketing [4]. The "Byte Fan" culture has been widely spread among young people, which shows the success of ByteBeat's employer brand building. For this reason, we have studied some executable brand communication strategies and analyzed a large amount of literature and official data by conducting comparative and in-depth research using literature, survey, and comparative analysis.

### 2.1 Literature Research Method

A literature review, also known as a research synthesis, is a paper formed by analyzing, summarizing, organizing, and commenting on the existing research results and issues of a certain period based on a comprehensive mastery and analysis of the relevant literature on an academic issue (or research field). A literature review generally requires an objective description and commentary on the current state of research to predict the development and trends of research or seek new research breakthroughs. Writing a literature review can generally be divided into literature collection, reading and classification, processing, comparison and commentary, and predicting trends or proposing questions for further research. Through reading journals and papers, this paper understands that there is not enough research on the communication strategy of employer brand building of ByteDance; through literature reading and data analysis of AiMedia, this paper explores the concrete behavior of Byte in external communication in depth.

## 2.2 Comparative Analysis

The comparative analysis method is an analysis method that compares two or more things or objects to find out the similarities and differences between them. In this paper, we will analyze the differences between the communication strategies of Byte and Baidu in freshers and analyze the advantages of employer brand building and the reasons for successful communication of Byte.

## 3 Result

### 3.1 Early Development and Exploration of ByteDance Employer Branding

The employer branding number of ByteDance mainly consists of the “ByteDance” public number and “ByteJun” TikTok number. From a horizontal comparison of domestic employer branding new media, “ByteDance” is worthy of reference regarding content quality, reading volume, interactivity, and innovation.

Therefore, based on the study and consideration of the above findings, we examined the literature on employer branding and conducted an observational study on the objective behavior of ByteDance’s corporate communications.

#### Early Employer Branding Content Development

The internal content channels it built for employer branding were more of a showcase for the company and its 100,000-plus employees and a place to access internal information. Externally, their vibrant content and accurate big data placement also help spread Byte’s corporate culture and attract more talent to come on board. This allows ordinary users of Byte’s products to see more of what is inside Byte that other channels can’t.

So, from this perspective, whether it is the aggregation of corporate culture, the dissemination of recruitment information, or the building of corporate image, ByteFan’s employer branding work is completely inseparable from such an information channel.

So what is the core of Byte Fan’s content? Through research, we found that the core content of ByteFan is the corporate culture of ByteDance.

It is the pursuit of excellence, pragmatic and daring, open and humble, honest and clear, always entrepreneurial, and diverse and compatible. We are particularly interested in the newly added article “Diversity and Compatibility”, which is the content of the corporate culture. The corporate culture and management philosophy of ByteDance are the same, and these six “ByteFan” articles encourage employees to speak their minds freely.

At the same time, ByteDance subscribes to the management philosophy of “Context (information empowerment), not control (control)”. This management philosophy hopes that everyone in the team will give full play to their subjective initiative and participate in decision-making instead of executing orders mechanically like a computer.

As you can see, much of Byte Fan’s content is based on this core value. No matter how rich the content is, it is always focused on the core culture of the company, the original point of core values. This way, the brand can be conveyed, but more content must be explored.

### **The Exploration of Communication Strategies on New Media Platforms**

The most direct and effective way of communication by Byte Jump is to target the content under the Byte Employer Brand system to each fresh graduate class to achieve precise push. The core of the new channel for this purpose is undoubtedly TikTok.

With the advantage of Jitterbug in the domestic market, Byte Jumping has created a huge engine advertising platform with targeting settings for four mechanisms: promotion purpose, geographical targeting, crowd targeting, and time targeting, which can fully mobilize its huge scale of users for accurate pushing of advertisements.

Secondly, from 2019, ByteDance has also granted permission to more than 50 official accounts of our company to bid for ads on the Jitterbug platform, placing them on demand and providing advertisers with a convenient ad bidding setup solution. Different employer brands represent different promotional content. The accounts can control the bids and daily cost caps for individual ads and start and stop ads at any time for discontinuous placement, effectively realizing on-demand placement according to their operating conditions and cost budgets [5].

In addition, ByteDance has also introduced various billing models based on the exposure, clicks, conversions, and effective video playback of the content pushed, which can be reasonably chosen according to the promotional purposes of employer brands.

### **3.2 Analysis of the Common Characteristics of Employment Behavior for Fresh Graduates in the Post-epidemic Era**

Based on the data of the national sample survey on the employment status of college graduates, the overall implementation rate of college graduates in 2019 is 80.1%, which is 4.5 percentage points lower than that of 2017 as a whole, and in 2020, the employment of fresh graduates in China's colleges and universities under the impact of the new crown epidemic. In 2020, the employment problem of fresh graduates from colleges and universities in China under the new crown epidemic was a serious and sudden new issue that has received wide attention.

The samples recovered from the empirical study on the employment status of fresh graduates from colleges and universities in China under the impact of the new crown epidemic. And the study found that: half of the employed graduates' after-tax monthly salaries were concentrated in RMB 3001–5000, their overall employee satisfaction was high, and their stability of arrival was relatively high [6]. Subjective factors and objective epidemiological conditions of the unemployed graduates are combined to exacerbate the difficulty of employment. Firstly freshers' expected career paths are predominantly corporate, with a strong desire to apply for national or local public jobs, and location and salary packages are most important. Secondly, the expected career type positions of fresh graduates do not match well with the main career type positions offered by society. Finally, the expected wages of fresh graduates are generally higher than the actual wages of employed graduates and the national monthly per capita disposable income [7]. Graduates' satisfaction with university career guidance services is generally well rated, but optimization and improvement are still urgent.

### 3.3 Research on the Advantages of ByteDance's Employer Brand Communication Strategy Among Internet Companies

The Employee Value Proposition (EVP) is often used as a practical tool for designing an employer brand. EVP refers to the various elements that make a company attractive to employees and job seekers and is the sum of the various values and benefits that employees perceive from the organization. It includes job characteristics, environment, style, atmosphere, employee relations, organizational behavioral characteristics, compensation, employee relations, organizational behavioral characteristics, remuneration, benefits, etc. Then, looking at last year's content, Bytefan extends the following content sections from the core of corporate culture. Based on EVP, Bytefan effectively enhances the employer brand, strengthening the attractiveness and effectiveness of recruitment while improving the match between candidates and companies, making recruitment more accurate, and ultimately improving the success rate of recruitment.

Secondly, ByteDive is a truly radical execution of redundant recruitment in China. The head of investment at ByteJump, who originally worked in HR, had a simple OKR to improve the redundancy rate. There are two aspects to redundancy: internally, redundancy means that people have to compete, fight and have room to race, and everyone needs to be impatient to break ground.

And externally, Headline offers more for all positions than other companies of the same level. This attracts not only candidates but also headhunters with JDs to distribute and solicit quality candidates. The headlines are spreading leads to attract the best candidates in the market, which the smaller companies certainly can't beat. Tencent Racer and the more tier 2 companies are no match for ByteDive, which is doing a good job of employer branding and looks and sounds good in terms of salary and is growing fast. The redundancy strategy is excellent for driving the employee hunger game internally and getting a stream of quality talent together externally.

## 4 Discussion

### 4.1 Current Problems - Limitations of Employer Brand Communication Channels for Quality Talents

At present, the talent structure of ByteDance is characterized by a lack of talent when hiring externally and redundancy of talent when hiring internally. This reflects the limitations of its employer brand communication channels.

In the early years, Byte's communication strategy led to a situation where some positions were dominant, attracting many high-quality people and thus an inward roll. The term 'involution' was first coined by anthropologist Gordon Weiser, who described 'involution' as a category of cultural patterns. These cultural patterns reach a certain form and then have no way of stabilizing or transforming into a new form but rather become more and more refined internally [8].

For example, the rapid development of technology has created the Internet industry, and the number of programmers is well. However, due to the nature of programmers' work, the turnover of programmers is also very fast. By facing a huge number of the reserve army, overtime is the easiest way to obtain high performance, and higher labor

input no longer corresponds to high returns. However, in-house competition is not to eliminate this, resulting in environmental pressure and resource. The result is that environmental pressures and limited resources squeeze programmers' energy. Still, they cannot break out of the "in-roll" dilemma.

However, bytes are already facing a shortage of qualified personnel for some positions and redundancy of internal talent. Some skilled positions, such as chip manufacturing positions, lack quality talent input, resulting in an unreasonable salary structure, which has led to internal and external dissatisfaction. After reading the literature, this paper concludes that bytes have overlooked an important group of recruiters in the sinking market when promoting employer culture.

## 4.2 How to Solve the Current Problem - Sinking Markets to Fill the Talent Gap

The long tail theory in economics suggests that as long as product storage and sales channels are large enough, even niche products with low demand can collectively occupy a market share comparable to or even larger than those with higher demand. i.e., the market flow generated by niche markets can be comparable to that of the mainstream market [9].

In China's Internet market, job seekers in Tier 1 and Tier 2 cities generally have high quality and high demand, but this is only the head force; the rest of the job seekers in the sink markets will bring greater returns to companies.

Sinking markets mean that companies shift their target customers from first- and second-tier cities to consumer groups in third-tier cities and below. This also means shifting the competitive market from the highly competitive Tier 1 and Tier 2 cities to the blue ocean market of Tier 3 and below cities [10].

Talent that was overlooked in the early years and deposited in the third and fourth-tier city markets has been taken seriously by the Chinese internet recruitment market. For Byte, TikTok, which has over 600 million high-spending daily users, already dominates the job market for fresh graduates in Tier 1 and Tier 2 cities. However, it can still try to use the "e-commerce + content" combination to break through the third and fourth-tier city markets already captured by its rival, Racer, to attract more talent to meet the job demand arising from the expansion of its projects.

With the demographic dividend peaking and the cost of customer acquisition increasing, this paper believes that traffic means everything if Byte is the dominant employer brand builder in the next decade. The sink market, which was overlooked in Byte's employer brand communication strategy in the early years, has certainly become an important part of the market that can be leveraged in the future.

## 5 Conclusion

Internet companies will face an increasing number of such a large fresher clientele when hiring in the future. Therefore, the only way for ByteDance to seize opportunities in the future is to take the initiative to seek changes after the domestic Internet industry bids farewell to high growth. In China's sinking market, this may be an opportunity.

New media campaigns for companies have entered a late stage of intense competition, and the development of Internet technology has created a more favorable environment for corporate communications. However, some enterprises still have certain disadvantages in new media management and content creation. Bytes' employer branding strategy undoubtedly provides some reference to the official media, strengthening the depth of integration between corporate new media and official media. Understanding new media communication laws, carefully creating content, and building a high-quality new media matrix and talent team will make corporate publicity shine in the new media era and create a higher social effect and economic value.

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